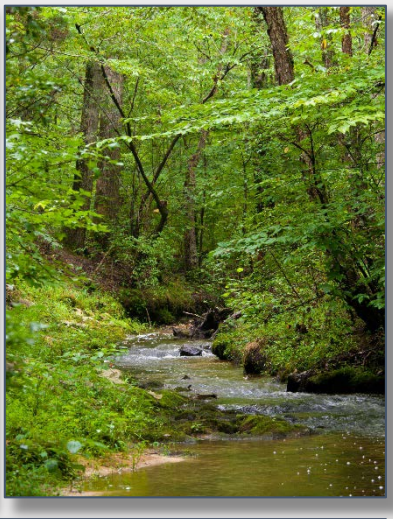

People, Tradition & Spirit

Adopted FY19 Budget

Hanover County

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Hanover County

Virginia

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Preparation Award to **Hanover County, Virginia**, for its annual budget for the fiscal year beginning **July 1, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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HANOVER COUNTY, VIRGINIA

BOARD OF SUPERVISORS

Sean M. Davis, Chairman
Henry District

W. Canova Peterson, Vice Chairman
Mechanicsville District

Wayne T. Hazzard
South Anna District

Angela C. Kelly-Wiecek
Chickahominy District

Faye O. Prichard
Ashland District

Aubrey M. Stanley
Beaverdam District

Scott A. Wyatt
Cold Harbor District

COUNTY ADMINISTRATION

Cecil R. Harris, Jr, CPA
County Administrator

Frank W. Harksen, Jr.
Deputy County Administrator

Kathleen T. Seay
Deputy County Administrator

James P. Taylor
Deputy County Administrator

COUNTY BUDGET STAFF

Jacob A. Sumner, CMA, CGFM
Director of Finance and Management Services

Shelly H. Wright
Budget Division Director

Mark A. Highfield
Budget Manager

Leslie E. Beasley
Budget and Management Analyst

Caitlin F. Pelletier
Budget and Management Analyst

This document was prepared by the Department of Finance and Management Services, County of Hanover, Virginia, Post Office Box 470, Hanover, Virginia, 23069-0470. For additional information, contact the Department of Finance and Management Services at (804) 365-6015, or e-mail shwright@hanovercounty.gov.

Table of Contents

Cover 1
GFOA Budget Award.....3
Board of Supervisors, County Administration and Budget Staff Listing.....5
Table of Contents 6
Vision, Mission and Values Statements.....8
How to Use This Document.....9
History and Description of Government 10
County Funds Structure and Basis of Budgeting . 12
Budget Process 16
County Organizational Chart 19
FY18 Initiatives Update 20
FY19 Adopted Initiatives 21
County and Departmental Achievements 22

OVERVIEW

Executive Summary
County Administrator's Letter 25
FY19 Budget Highlights 30

Fund Summaries
Summary of Revenues and Expenditures for All Funds 32
FY19 All Funds Budget 33
General Fund 34
Capital Funds 35
Debt Service Fund 35
Enterprise Funds 36
Fiduciary Funds 37
Internal Service Fund 37
School Funds 38
Special Revenue Fund 38
Fund Balances 39

Revenue and Expenditure Details
General Fund Revenue Detail 40
General Fund Revenue Information 42
General Fund Departmental Appropriations ... 52
Expenditure Information 54
School Funds 55
General Fund 56
Other Funds 64
CIP Overview 67
Service Level Plan 68
FTE Summary Table 74

Financial Outlook
Economic Development Update 77
Financial Condition Overview 78
Five-Year General Fund Financial Plan 81

GENERAL FUND
Department Descriptions by Functional Area

Community Development 85
Community Support 88
Economic Development 92
Planning 94
Soil and Water Conservation District 96
Virginia Cooperative Extension 98

General Government Administration..... 101
Assessor 106
Board of Supervisors 108
Commissioner of the Revenue 110
County Administrator 112
County Attorney 115
Finance and Management Services 116
Human Resources 118
Information Technology 120
Internal Audit 122
Registrar 124
Treasurer 126

Human Services 129
Children's Services Act 132
Community Resources 134
Community Services Board 136
Health 138
Social Services 140
Tax Relief 143

Judicial Administration 145
Clerk of the Circuit Court 148
Commonwealth's Attorney 150
Court Services 152
Courts 154

Nondepartmental 158

Parks, Recreation and Cultural 161
Pamunkey Regional Library 164
Parks and Recreation 166

Public Safety.....169
Animal Control 172

Table of Contents

Building Inspections 174
Community Corrections 177
Emergency Communications 178
Fire/EMS 180
Juvenile Court Services 182
Pamunkey Regional Jail 184
Sheriff 186

Public Works 189
General Services 192
Public Works 194
Public Works Operations 196

OTHER FUNDS

Other Funds Summary 199

Debt Service Fund 200

Enterprise Funds
Airport Fund 202
Public Utilities Fund 204

Fiduciary Funds
Bell Creek CDA Fund 210
Lewistown CDA Fund 211

Internal Service Fund
Self-Insurance Fund 212

School Funds
Food Services Fund 213
Schools Operating Fund 214

Special Revenue Fund
Economic Development Authority Fund 217

CAPITAL IMPROVEMENTS PROGRAM (CIP)

CIP Introduction 219
CIP at a Glance 223
CIP Summary 224
CIP Operating Impact 234

Airport CIP Fund 237

County Improvements Fund 245
General Government 248
Human Services 256
Judicial Administration 257
Parks, Recreation and Cultural 258
Public Safety 264
Public Works 276

Public Utilities CIP Fund 297

School Improvements Fund 365

SUPPLEMENTAL DATA

Budget Directives 381

Finance and Management Services Policies
General Provisions 382
Accounting Policy 384
Audit Policy 386
Budget Policy 388
Debt Policy 393
Deposit and Investment Policy 395
Fund Balance and Net Position Policy 397
Purchasing Policy 400
Revenue Policy 401
Travel and Business Expense Policy 403

Budget Resolutions
FY19 Budget Adoption Resolution 404
FY19 Budget Appropriation Resolution 406
2018 Tax Rates Resolution 408
Five-Year CIP Resolution 410
Five-Year General Fund Financial Plan Resolution 413
Budget Related Ordinances and Resolutions 414

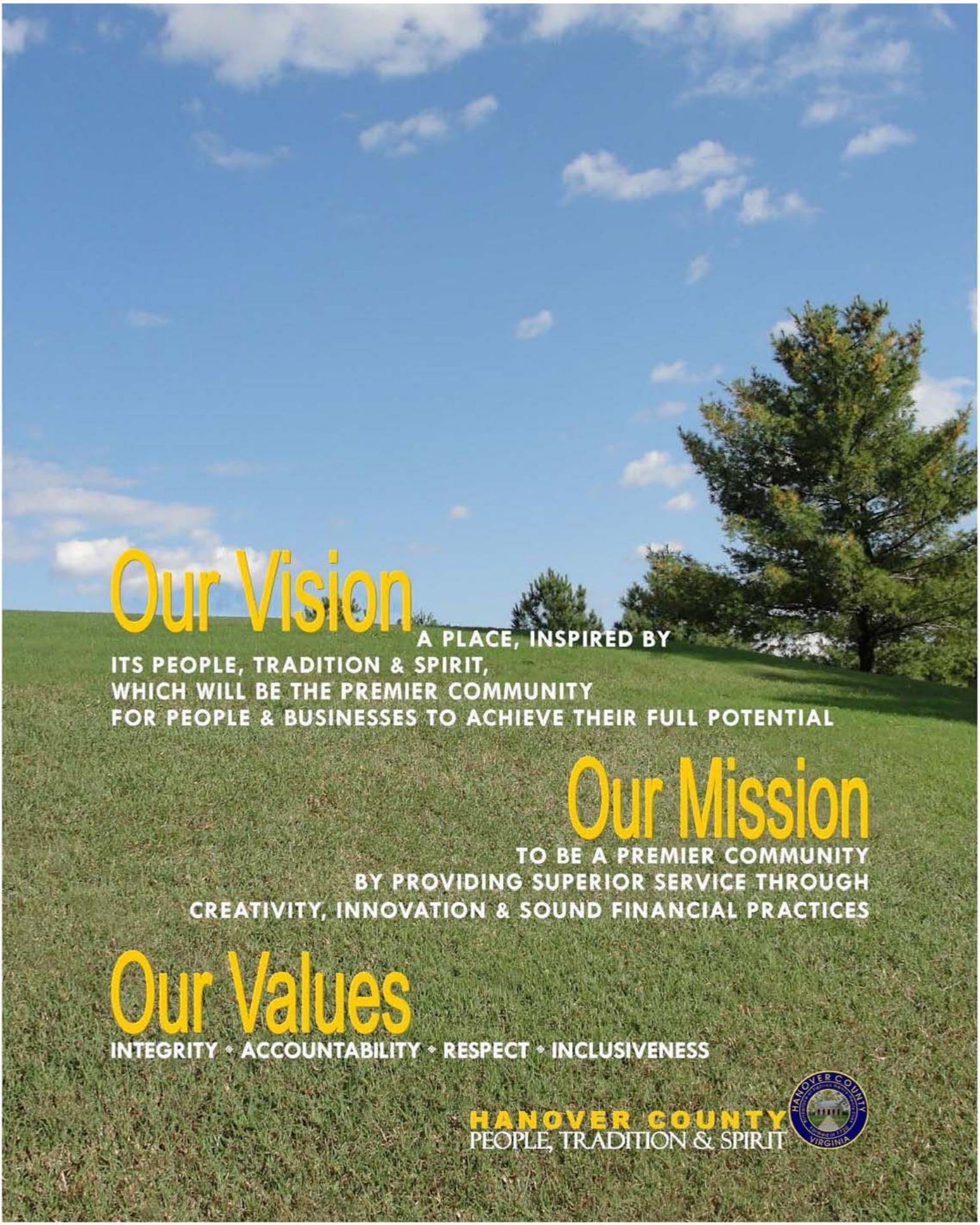
Supplemental Statistics 428

Additional References 430

Resumes of Certain County Officials 432

Glossary 434

Abbreviations 438


Our Vision
A PLACE, INSPIRED BY
ITS PEOPLE, TRADITION & SPIRIT,
WHICH WILL BE THE PREMIER COMMUNITY
FOR PEOPLE & BUSINESSES TO ACHIEVE THEIR FULL POTENTIAL
Our Mission
TO BE A PREMIER COMMUNITY
BY PROVIDING SUPERIOR SERVICE THROUGH
CREATIVITY, INNOVATION & SOUND FINANCIAL PRACTICES
Our Values
INTEGRITY • ACCOUNTABILITY • RESPECT • INCLUSIVENESS
HANOVER COUNTY
PEOPLE, TRADITION & SPIRIT
HANOVER COUNTY
VIRGINIA

How to Use This Document

The Hanover County budget document is divided into five (5) sections:

Overview: This section provides an overview of the budget that includes the County Administrator's letter to the Board of Supervisors and the Budget Highlights. In addition, summaries of the General Fund and all other County Funds, General Fund revenue and expenditure details, the County's Service Level Plan for the budget year, a staffing table and a financial outlook are presented. Use this section to get a brief understanding of the overall size of the budget and its major components.

General Fund: This section provides a breakdown of the major expenditure categories by function and department. Each department's analysis includes a description of the department, budget highlights, goals and objectives, service levels, per capita cost of operating the department and the percentage change between the current adopted budget and next year's budget. Department goals and objectives are annual unless otherwise noted. The following is a brief example of a department:

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,815,670**	**1,802,024**	**1,946,707**	**8.0%**
Salaries & Fringe Benefits	1,664,617	1,700,101	1,848,492	8.7%
Operating	103,061	101,923	98,215	-3.6%
Capital Outlay	47,992	-	-	----
Revenues	**1,815,670**	**1,802,024**	**1,946,707**	**8.0%**
General Fund Revenue	761,385	730,024	868,707	19.0%
Intergovernmental	1,052,010	1,072,000	1,078,000	0.6%
Local Revenue	2,275	-	-	----
Per capita cost of operating department	**$ 16.69**	**$ 16.32**	**$ 17.38**	
Generated Revenue Percent	**58.1%**	**59.5%**	**55.4%**	
General Fund Revenue Percent	**41.9%**	**40.5%**	**44.6%**	
Full-time Equivalents (FTE)	**19.00**	**19.00**	**20.00**	
Full-time Positions	19.00	19.00	20.00	
Part-time Positions	-	-	-	

Salaries & Fringe Benefits include employee compensation and benefits (health insurance, retirement, etc.). *Operating* includes all other recurring expenditures (contractual services, utilities, supplies, etc.). *Capital Outlay* includes capital items greater than $5,000 per unit cost that do not qualify for the Capital Improvements Program (equipment, vehicles, etc.). Full-time positions represent employees who work at least 32 hours per week in a fully benefited status. Part-time positions represent employees who work at least 20 hours per week in a partially benefited status.

Other Funds: This section provides information regarding the County's funds other than the General Fund and the Capital Improvements Funds, which are detailed in different sections.

Capital Improvements Program (CIP): This section provides detailed descriptions for projects in the Five-Year Capital Improvements Program.

Supplemental Data: This section provides supplemental appendices to the County budget. Included in this section are such items as budget directives, financial policies and regulations, supplemental statistics and a glossary.

History and Description of Government

HISTORY

The County of Hanover, Virginia, was formed on November 26, 1720 by the Virginia General Assembly in "An Act for dividing New Kent County". It is named for King George I of England, who was Elector of Hannover in Germany at the time he came to the throne. Two of the County's native sons – Patrick Henry and Henry Clay – distinguished themselves as orators, patriots and statesmen in the early history of this country. Prior to English colonization in the 17th century, the Pamunkey Indians populated this area. The County's northern boundary, the Pamunkey River, carries their name and they maintain a reservation on the lower part of the river in neighboring King William County. The Town of Ashland, Virginia, was incorporated in 1858 and is located within the County. The Town was originally founded as a summer community by the Richmond, Fredericksburg and Potomac (RF&P) Railway.

GEOGRAPHY

Located in central Virginia about 15 miles north of Richmond and 70 miles south of Washington, D.C., the County lies in the Commonwealth's Piedmont and Coastal regions.

The County is bordered by the Counties of Caroline, King William, New Kent, Henrico, Goochland, Spotsylvania and Louisa, and by the Pamunkey (where the North and South Anna Rivers merge), North Anna and Chickahominy Rivers.

The County is comprised of 471 square miles, or 301,000 acres, with approximately 33% of the land utilized for agricultural purposes and 33% for forestal purposes.

DESCRIPTION OF GOVERNMENT

Hanover County is a political subdivision of the Commonwealth of Virginia and operates under the traditional Board form of government with a County Administrator. The County is divided into seven magisterial districts, each of which is represented by an elected member of the Board of Supervisors. Within the seven-member Board of Supervisors, a chairman and vice-chairman are selected by the Board members to serve on an annual basis. The Board is responsible for formulating policy, directing certain governmental services and appointing members of various boards and agencies to implement specific policies or provide certain services. The County Administrator is appointed by the Board and implements Board policies, directs business and administrative procedures, and provides recommendations for various County boards and agency appointments. The County has taxing powers subject to statewide restrictions and tax limits. Hanover County Public Schools are operated by a seven-member School Board, the members of which are appointed by the Board of Supervisors. A Superintendent is appointed by the School Board to administer the operations of the public schools. Operations of the School Board are independent of the Board of Supervisors as prescribed by Virginia law.

History and Description of Government

The Town of Ashland provides certain additional levels of service to its residents. The ordinances and regulations of the County, with certain limitations as prescribed by State law, generally apply to Ashland. Property in Ashland is subject to both Ashland and County taxation, and Ashland may incur bonded indebtedness without the approval of the County.

TRANSPORTATION

Based upon its proximity to Richmond and its rural character, the County has been an attractive location for businesses relocating or expanding and for real estate developers interested in the opportunities in the area's residential and commercial markets. The County is primarily served by Interstates 95 and 295, with Interstate 95 connecting the County to the metropolitan Richmond area to the south and providing passage to Fredericksburg and Washington, D.C. to the north. Interstate 295 connects the east and west portions of the County together and represents a "loop" around the metropolitan Richmond area. U.S. Routes 1 and 301 are north/south primary roads: Route 1 runs parallel to I-95 and 301 runs northeastward toward Annapolis, Maryland. Maintenance of the primary and secondary roads of the County is under the jurisdiction of the Virginia Department of Transportation. Railroad passenger service is provided by Amtrak. Air transportation needs are served by the Richmond International Airport (RIC), located in neighboring Henrico County, while the Hanover County Airport operates primarily for small business and personal aircraft.

TOURISM

Home of the internationally renowned Hanover Tomato, the County has a rich history and proud heritage. The landscape is marked by numerous historic sites and homes, including Scotchtown, the Hanover County Courthouse and the Hanover Tavern. There are four (4) national battlefields maintained by the National Park Service (Cold Harbor, Gaines Mill, Beaverdam Creek and Totopotomoy Creek Battlefields) and two (2) battlefield parks maintained by Hanover County (Cold Harbor/Garthright House and North Anna Battlefield) which are open year-round. Over two million visitors annually enjoy the thrills of Kings Dominion, a 630-acre amusement park featuring over 100 rides and shows. In addition to its tourism sites, the County is a point of origin from which many of the area's historical, amusement and entertainment options can be visited.

DEMOGRAPHIC & ECONOMIC FACTORS

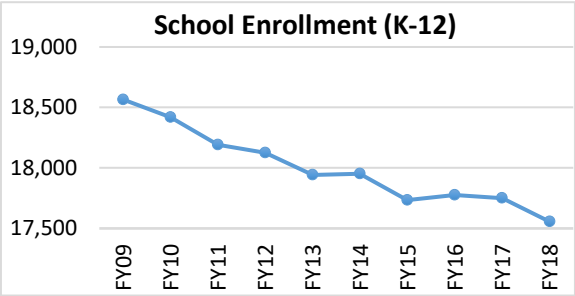
Population: In 2017, the County's population was estimated at 108,706, which is a 1.5% increase from 107,152 in 2016. Since 2008, population has grown by 9.0% at an average of 1.0% annual growth rate.

Per Capita Income (2017): $52,830

Median Age (Bureau of Census): 41.9

Unemployment Rate (Feb. 2018): 2.8%

Estimated School Enrollment (Sept. 2017)
K-12: 17,556



County Funds Structure and Basis of Budgeting

BASIS OF ACCOUNTING

The County's accounting records are maintained on a modified accrual basis for Governmental Funds, which include the General Fund, Special Revenue Funds, Capital Improvements Funds and the Debt Service Fund. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, i.e., as soon as they are both measurable and available. Revenues from intergovernmental reimbursement grants are recorded when earned. Other revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the County considers general property tax and other intergovernmental revenues to be available if they are collected within 31 days of the end of the current fiscal period and are due on or before the last day of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The County's accounting records are maintained on an accrual basis for Proprietary and Fiduciary Funds. Revenues are recorded when earned and expenses are recorded when incurred, regardless of the timing of related cash flows.

FUND ACCOUNTING

The accounts of the County and its discretely presented component units (Hanover County Public Schools and the Economic Development Authority) are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts, which comprise assets, liabilities, fund equities, revenues and expenditures, or expenses, as appropriate. The various funds are summarized by governmental or business-type activities in the general purpose financial statements, while component units are reported in separate columns/rows. The following fund types and account groups are used by the County:

GOVERNMENTAL FUND TYPE

Governmental funds are those through which most governmental functions of the County are financed. The acquisition, use and balances of the County's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are reported through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination. All governmental funds are appropriated by the Board of Supervisors. The County's governmental fund types are:

General Fund

The General Fund is the chief operating fund of the County. All general tax revenues and other receipts that are not allocated by law or other contractual agreement to another fund are accounted for in this fund. Payments from this fund include the general operating expenditures, the fixed charges and the capital improvement costs that are not paid through other funds. This fund contains the operating budgets for most traditional local government programs such as public safety, parks and recreation and public works.

County Funds Structure and Basis of Budgeting

Special Revenue Funds

Special revenue funds account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds consist of the Schools and Food Services Funds of the School Board component unit and the Economic Development Authority Fund.

Schools Operating Fund – This fund is the primary operating fund for all education-related governmental activities. Revenues come primarily from General Fund transfers and state and federal aid.

Food Services Fund – This fund accounts for all of the operations of the school food services program. Revenues are generated from charges for services and state and federal aid.

Economic Development Authority (EDA) Fund – This fund reflects revenues and expenditures associated with the issuance of tax-exempt industrial development revenue bonds to qualifying enterprises wishing to utilize that form of financing. Those bonds representing limited obligations of the EDA are to be repaid solely from the revenue and receipts derived from the projects funded with the proceeds. The debt outstanding does not constitute a debt or pledge of the faith and credit of the County or the EDA.

Capital Improvements Funds

Capital improvements funds account for financial resources used for the acquisition or construction of major capital facilities other than those financed by Proprietary Funds. The County maintains two (2) capital improvements funds.

County Improvements Fund – This fund controls the financing and construction of most non-educational County facilities, such as parks, libraries and public safety facilities. The Board of Supervisors approves these projects through the County's Capital Improvements Program (CIP). Revenue sources for this fund include transfers of local tax funding from the General Fund, the issuance of debt and grants.

School Improvements Fund – This fund controls the financing and construction of local educational facilities. Revenue sources consist of local tax funding from the General Fund, the issuance of debt and developer contributions.

Debt Service Fund

The Debt Service Fund is used to account for financial resources to be used for the payment of principal, interest and fees associated with County and School indebtedness. The County maintains one (1) Debt Service Fund, which was created beginning with the FY14 Adopted Budget.

PROPRIETARY FUND TYPE

Proprietary funds are used to account for a government's business-type activities. The services provided in these funds are intended to recover all or a significant portion of their costs through user fees. All proprietary funds are appropriated by the Board of Supervisors. The County's proprietary fund types are:

County Funds Structure and Basis of Budgeting

Enterprise Funds

Enterprise funds are used to provide services that are financed and operated similarly to those of a private business enterprise. Due to the conversion over to a new financial system in May 2017, CIP projects for Public Utilities and Airport are included in separate funds for enhanced internal reporting purposes.

Public Utilities Fund – This fund accounts for the operation and maintenance of the County's water and sewer system. Operations and capital expenditures are funded with revenues generated from customer user fees and one-time fees paid for capacity at the time of connection to the system.

Public Utilities CIP Fund – This fund accounts for capital improvement projects related to the County's water and sewer system. Revenues are reflected as transfers from Public Utilities Fund.

Airport Fund – The Airport Fund was created in February 2007 to account for the County's oversight of the Hanover County Airport. A fixed-base operator (FBO) handles the day-to-day operations of the airport. Revenues are derived primarily from rental income provided by the FBO, General Fund transfers and use of planned surpluses.

Airport CIP Fund – This fund accounts for capital improvement projects related to the Hanover County Airport. Revenues are derived primarily from state and federal aid, General Fund transfers and use of planned surpluses.

Internal Service Fund

An internal service fund is used to account for the costs of operations for services provided to other County departments. The County maintains one (1) internal service fund:

Self-Insurance Fund – This fund provides for the fiscal management of the County and School Board health insurance premiums. Revenues are generated primarily from premiums charged to employees and to departments.

FIDUCIARY FUND TYPE

Fiduciary funds are used to report resources that are received and held by the County in a trustee or custodial capacity for the benefit of individuals, private organizations or other governments and cannot be used to support the locality's programs. The County has five (5) fiduciary funds; however, only the following two (2) are appropriated:

Bell Creek Community Development Authority (CDA) Fund – This fund is used for the collection of revenue to provide for the repayment of the 2003 Special Assessment Bonds issued for the Bell Creek Community Development Authority.

Lewistown Commerce Center Community Development Authority (CDA) Fund – This fund is used for the collection of revenue to provide for the repayment of the 2007 Revenue Bonds issued for the Lewistown Commerce Center Community Development Authority.

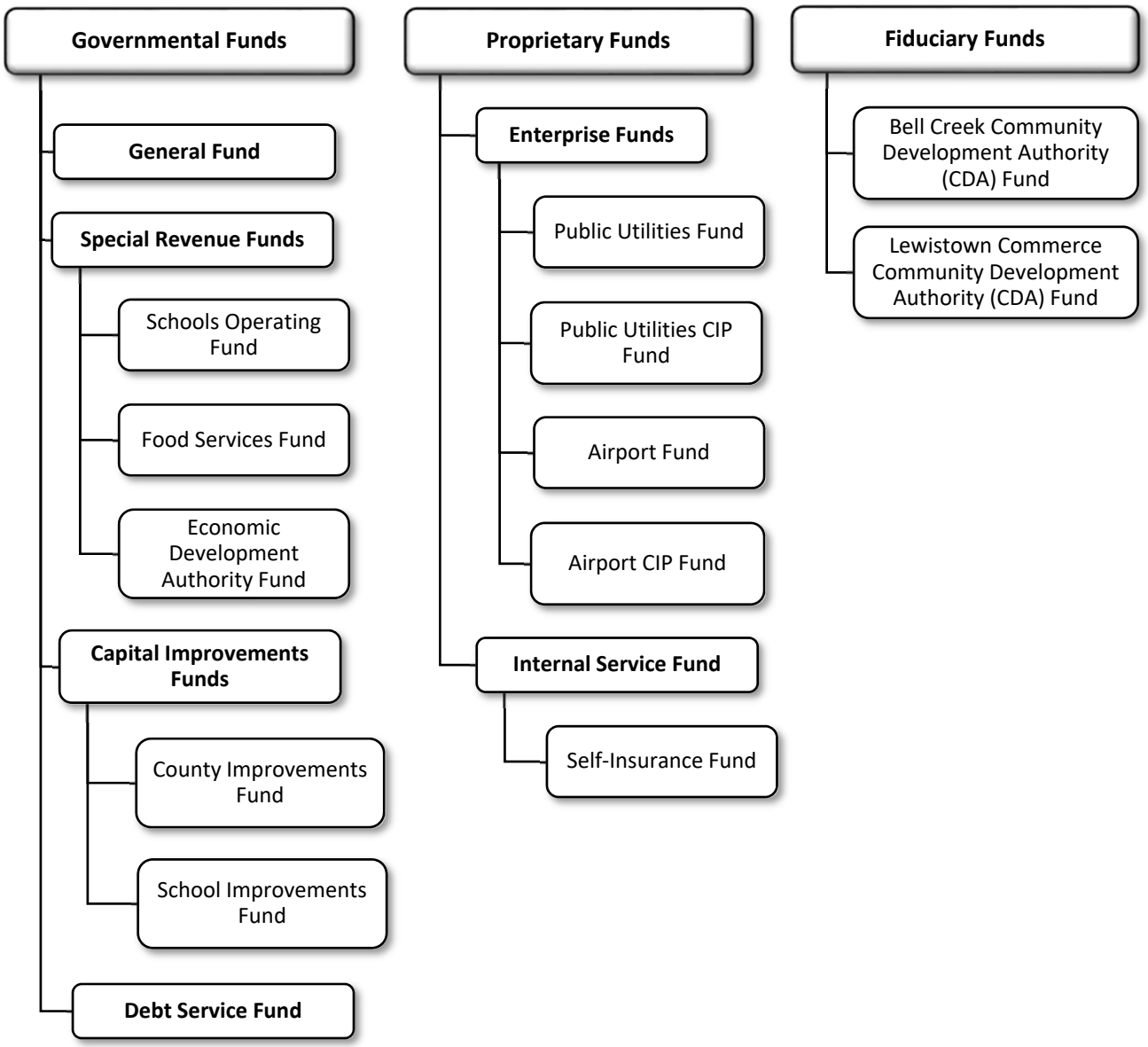
BASIS OF BUDGETING

In most cases, the County's budget follows the same basis of accounting used in preparing the County's Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting principles (GAAP). Several exceptions should be noted. The budget

County Funds Structure and Basis of Budgeting

document does not include the following funds listed as fiduciary funds in the CAFR: the Escrow Fund, Special Welfare Fund and the Retiree Medical Benefits trust. In addition, budgets for the proprietary funds are adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds (i.e., payment of debt principal is budgeted and depreciation is not budgeted).

COUNTY FUNDS STRUCTURE



Budget Process

The budget is the County's plan to collect and use revenues in a manner that addresses the most critical public needs. In 1989, Hanover County began preparing a Five-Year General Fund Financial Plan. The plan is an integral part of the budget process, forming the basis for determining funding priorities. Priority is generally given to those items in the prior year's plan. Departments requesting funding for items not in the plan must clearly demonstrate what has occurred during the past year to make the item a priority. Knowing that the items included in the plan are more likely to be funded, departments plan for their growth and related resource needs five (5) years at a time instead of year-to-year. All five (5) years of the plan are adopted by the Board of Supervisors, however, only the first year is appropriated.

The County Administrator, after consultation with department and agency heads, identifies budget objectives for the upcoming fiscal year. The budget objectives provide policy direction for the formulation of the County Administrator's Proposed Budget. The budget calendar identifies important dates throughout budget preparation and adoption and is described in detail below.

SEPTEMBER/OCTOBER

The Department of Finance and Management Services and County Administrator establish a budget calendar by September 1. Budget development begins in September when operating and Capital Improvements Program (CIP) budget worksheets are made available to County department and agency heads. Budget training is held in mid-September. Budget requests are due to the Budget Division in October, providing detail as to personnel, operating and capital requests, five-year CIP requests and five-year financial plan requests. County and School officials meet to reach consensus on enrollment projections, funding resources available, CIP needs and operating needs.

NOVEMBER

The Budget Division analyzes and compares operating, personnel and CIP requests to target budgets established in the CIP and Five-Year General Fund Financial Plan. Budget requests are reviewed for feasibility. Outside organizations submit contribution requests. The County Administrator begins meeting with department and agency heads to discuss needs and requested enhancements. County and School officials continue to meet to reach consensus on a School budget.

DECEMBER

The County Administrator continues to meet with department and agency heads. Preliminary estimates of revenues are compiled. Departments and agencies provide performance objectives. The Governor presents a Recommended Budget to the General Assembly. County and School officials agree on allocation of General Fund resources.

JANUARY

The County Administrator adjusts departmental requested budgets and works with the Budget Division and County Administrator's senior staff to prepare a balanced budget for the Five-Year General Fund Financial Plan. The Superintendent of Schools presents a preliminary budget to the School Board and the School Board approves a budget request, with any enumerated changes. During the second half of the current fiscal year, quarterly financial reports are prepared by Finance and presented to the Board of Supervisors. The General Assembly begins to review the Governor's budget and applicable changes by the General Assembly are reflected in the County's budget.

Budget Process

FEBRUARY

The Budget Division organizes, edits and compiles the final draft of the County Administrator's Proposed Budget. The County Administrator presents the proposed budget to the Board of Supervisors. Copies are made available to the public and on the County's website. Summaries of the County Administrator's Proposed Budget are distributed to citizens, citizen action groups, businesses, media and other interested parties. Presentations are made by selected department and agency heads and County staff to provide the Supervisors and citizens with an understanding of the proposed budget.

MARCH

Presentations by selected department and agency heads and County staff continue. Public notices of the budget summary, CIP and all rate and user fee changes are published in the local newspaper, giving citizens and other interested parties sufficient notice as to the date, time and place of public hearings. Based on input from County staff, the Supervisors make any necessary adjustments to the County Administrator's Proposed Budget. The Planning Commission also reviews CIP projects related to the Comprehensive Plan and issues a resolution for the Board of Supervisors' consideration.

APRIL

Public hearings are held on the proposed budget and any changes in tax rates or County ordinances. The proposed budget and Five-Year General Fund Financial Plan are amended based on updated revenue projections, applicable General Assembly action and direction from the Board of Supervisors. The Board adopts a line-item budget, but appropriates by fund. The Board sets tax rates and makes ordinance changes. The Board also adopts a five-year CIP and a Five-Year General Fund Financial Plan. Statutory deadlines for budget adoption are May 1 for the School Board and June 30 for the County. The County adopts the budget in April to provide sufficient notice to taxpayers for the first half real property tax bills due on June 5.

MAY/JUNE

The adopted budget is prepared, distributed and posted to the County website.

JULY

Encumbered items and unencumbered capital balances are reappropriated effective July 1 of each year. Department and agency heads submit requests to reappropriate unencumbered operating balances into the subsequent fiscal year. Reappropriations represent goods or services which had been previously approved in the existing budget but due to time constraints, delay in receipt, etc., were not acquired during the current fiscal year. Requests are reviewed by the Finance and Management Services Department and adjustments are made.

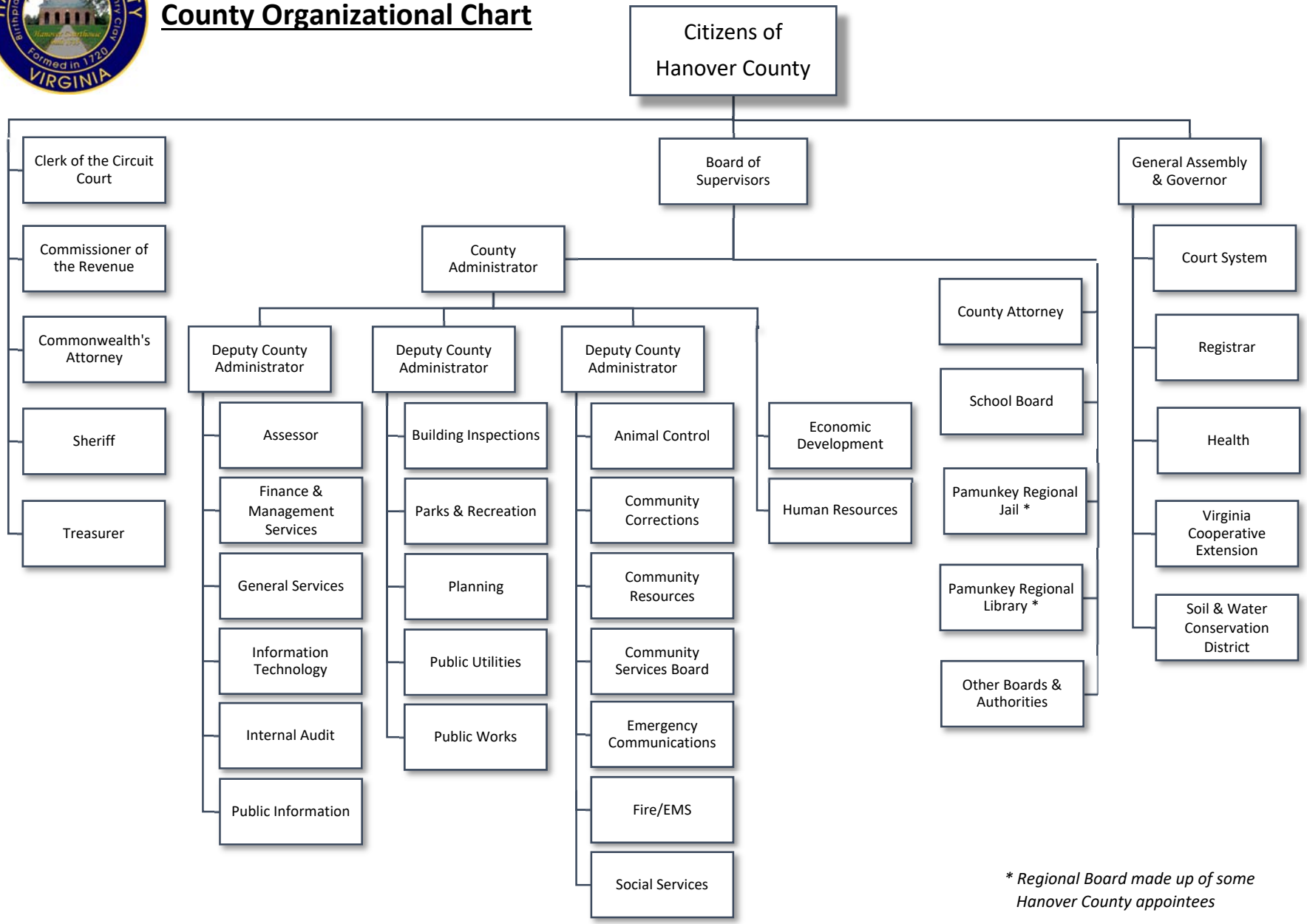
AUGUST/SEPTEMBER

The County Administrator recommends to the Board of Supervisors reappropriation of specified unencumbered operating balances from the previous fiscal year. Adjustments, if any, are made to the County Administrator's recommendation and the Board reappropriates specified balances.

Budget Calendar

Month	Item	BOS / Co Admin / Staff	School Board / Superintendent	Citizens
September	Budget calendar finalized by September 1	**X**		
	Budget development worksheets distributed	**X**		
	Budget training for departments	**X**		
October	Budget requests due to Budget Division	**X**		
	County and School officials meet to reach consensus on enrollment projections, available resources, CIP needs and operating needs	**X**	**X**	
November/ December	Analysis of budget requests as compared to CIP and Five-Year General Fund Financial Plan	**X**		
	Outside organizations submit contribution requests			**X**
	County Administrator meets with department and agency heads to discuss needs and requested enhancements	**X**		
January	Budget Division and County Administrator work to create a balanced Five-Year General Fund Financial Plan	**X**		
	Superintendent of Schools presents preliminary budget request		**X**	
February	School Board approves budget request		**X**	
	Budget Division organizes, edits and compiles final draft of the County Administrator's Proposed Budget	**X**		
	Proposed budget is presented by County Administrator	**X**		
	Copies of the proposed budget are made available to the public	**X**		**X**
	Presentations are made to understand the proposed budget	**X**		**X**
March	Public notices are released and presentations are made to understand the proposed budget	**X**		**X**
April	Public hearings are held on proposed budget and any changes in tax rates or County ordinances	**X**		**X**
	Budget and tax rates adopted	**X**		
May/June	Adopted budget document is prepared, distributed and posted to County website	**X**		
July	Reappropriation requests are submitted by departments and agencies and evaluated for approval by County Administration	**X**	**X**	
August	County Administrator recommends reappropriation of unencumbered operating balances from the previous fiscal year to Board of Supervisors and adjustments, if any, are made	**X**		
September	Reappropriations approved by the Board	**X**		

County Organizational Chart



** Regional Board made up of some Hanover County appointees*

FY18 Initiatives Update

The following initiatives for Fiscal Year 2018 were adopted by the Board of Supervisors on April 26, 2017:

- **Review the Comprehensive Plan:** The Board of Supervisors, Planning Commission and Economic Development Authority kicked off the review of the Comprehensive Plan with a joint meeting on May 24, 2017. The Planning Commission held a total of eight community meetings in the summer and fall of 2017. In December 2017, the Planning Commission recommended adoption with recommended changes. The Board adopted the Comprehensive Plan update in February 2018.
- **Begin renovation of the former Circuit Court building**: The contract for renovation of the old Circuit Court building was awarded in summer of 2017. Renovation of the old Circuit Court building is expected to be completed in the fall of 2018. Finance and Management Services, Internal Audit, Commissioner of the Revenue and Treasurer will move into this building by late summer 2018, once the renovation is completed.
- **Review the County's Strategic Plan**: The County's Strategic Plan was last updated in 2012 and is reviewed every five years. Review includes key performance measure trends and recommendations to update key performance measures for relevance to current goals and objectives; review of alignment with focus area activities and the correlation with budget priorities and to develop further communication strategies. A subcommittee of Board members and focus area representatives reviewed key measures and objectives. The Board will consider recommended revisions in May 2018.
- **Develop online vendor payment reports**: Implementation of the new financial records management system on June 1, 2017 has enabled the County to place vendor payment transactions online and available to citizens beginning December 2017.
- **Provide support for the Education Technology Plan**: The School Board has adopted a five-year technology plan with several objectives, including replacing technology infrastructure and purchasing teacher devices. The FY18 Capital Improvements Program included $5.4 million of funding for the first year of this technology plan.
- **Conduct 2017 Citizens Survey**: Every three years since 2005, Hanover County has contracted with the National Citizen Survey to conduct a County Citizen Survey. The 2017 survey involved 1,500 mailed surveys and an invitation to an additional 700 people to take the survey online. Results were reported to the Board of Supervisors in December 2017.

FY19 Adopted Initiatives

The following initiatives for Fiscal Year 2019 were adopted by the Board of Supervisors on April 25, 2018:

- **Begin construction of the Atlee Library:** The FY19-FY23 Capital Improvements Program (CIP) includes $9.0 million of funding in FY19 for the construction of the Atlee Library, which will be located in the Rutland development area. This 20,000 square foot, two-story facility will replace the storefront facility in the Atlee Square Shopping Center. The County plans to advertise for bids in September 2018 and award the contract by the end of 2018 with construction beginning in the spring. The County plans to have the facility open to the public in the spring of 2020.
- **Renovation of the former General District Court building:** Bids for renovation of the old General District Court building are due in the fall of 2018 with the plan to award the contract in the spring of 2019. Renovation of the old General District Court building will take approximately twelve to fifteen months with the goal to have departments moved into the building by the summer of 2020.
- **Enhance Community Development Software systems:** In FY19, the County will implement a new software solution for community development departments. The primary goal of the new software solution is to establish an enhanced online portal, allowing citizens and developers to submit building permit applications, pay fees, report Code violations, review application status, track projects from rezoning to occupancy and interact with the system using mobile devices.
- **Continue to provide support for the Education Technology Plan:** The School Board has adopted a five-year technology plan with several objectives, including replacing technology infrastructure, purchasing laptops for teachers and updating wireless infrastructure to accommodate the increase in instructional devices. The FY19-FY23 CIP includes $13.7 million of funding for this technology plan.
- **Assess concerns on salary compression:** Salary scale compression impacts employees throughout the County and Schools. This issue affects the County's competitiveness with other local governments and the private sector in recruiting and retaining the highest-quality employees.
- **Plan Hanover County 2020 Celebration:** Formed in 1720, Hanover County will mark its 300th birthday in 2020. Planning for a celebration will begin in FY19.

County and Departmental Achievements

Hanover County and several departments were recognized for outstanding achievements in the last year:

- The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Hanover County for its comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2016. The County has received this prestigious award each fiscal year since 1985. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting. Hanover County's CAFR was judged by an impartial panel to meet the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR.
- The GFOA also awarded a Distinguished Budget Presentation Award to Hanover County for its FY18 budget document. The County has received this prestigious award each fiscal year since 1990. This award reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, Hanover County had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as a policy document, financial plan, communications device and an operations guide.
- Hanover County's Community Services Board (CSB) received a three-year accreditation from CARF International (Commission on Accreditation of Rehabilitation Facilities). This marks the sixth consecutive accreditation awarded to CSB by the international accrediting body. The current accreditation extends through October 2020 and includes the following programs: Intensive Community Treatment, Psychosocial Rehabilitation (RAFT House), Crisis Intervention, Outpatient Mental Health & Substance Use Disorder Treatment, Prevention and Employment Services. This three-year accreditation is the highest level of accreditation awarded to an organization and shows the organization's substantial conformance to CARF standards.
- Several wastewater plants (WWTP) operated by the Hanover County Department of Public Utilities were recognized as being among the top performers in the nation. Four of Hanover County's wastewater treatment plants received Peak Performance Awards from the National Association of Clean Water Agencies (NACWA). These prestigious awards recognize outstanding compliance with National Pollutant Discharge Elimination System permit requirements. These awards were for plant performance during calendar year 2016.
    - The Ashland WWTP received the Platinum Peak Performance Award, given to those who achieve 100% permit compliance over a consecutive five-year period, for the 18th consecutive year.
    - The Totopotomoy WWTP received the Platinum Peak Performance Award for the 12th consecutive year.
    - The Doswell WWTP received the Gold Peak Performance Award for no permit violations for the entire calendar year.
    - The Hanover Courthouse Wastewater Treatment Plant received the Silver Peak Performance Award.

County and Departmental Achievements

- The Sheriff's Office received the International Association of Chiefs of Police/Cicso Community Policing Award from the Commission on Accreditation for Law Enforcement Agencies (CALEA). This award recognizes outstanding community policing in law enforcement organizations worldwide. The Worship Watch program and the SHIELD initiative were cited as examples of outstanding community involvement.
- The Sheriff's Office received its fifth consecutive state reaccreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC). The on-site assessment was in January 2018 and the department was in full compliance with 189 applicable standards. The Sheriff's Office first achieved state accreditation in 1998 and is the only Sheriff's Office in Virginia dually accredited through VLEPSC and CALEA. Participation in both processes is voluntary.
- The Virginia Department of Criminal Justice Services recertified the Sheriff's Office as a Certified Crime Prevention Community Program. The Sheriff's Office was recognized for its smart use of data and analysis to help prevent crime. Predictive Policing project and SHIELD initiative were cited. Hanover is Virginia's representative to the national SHIELD network.
- The National Sheriffs' Association and National Highway Traffic Safety Administration presented the Sheriff's Office with a 2016 Traffic Safety Unit Award for its education and enforcement efforts regarding seat belts and other traffic safety initiatives.
- After a recent evaluation by the Insurance Services Office (ISO), Hanover County is among the top eleven percent in the nation for fire protection with a Public Protection Classification (PPC) survey rating of 3/3Y. ISO evaluates a community's fire protection system, which includes the Fire-EMS department, Emergency Communications system, water supply system and community risk reduction efforts. This rating took effect March 1, 2018 and potentially enables property owners to receive lower insurance costs. The County was previously ranked in the top forty-six percent of the nation with a PPC survey rating of 5/8B.
- Fire-EMS received a Silver Achievement "Mission Lifeline EMS" Award from the American Heart Association. This award is given to EMS units and hospitals that employ procedures to increase the odds of someone surviving a heart attack. Only 27 EMS agencies in Virginia received this recognition.

FY19 ADOPTED BUDGET:

OVERVIEW

BOARD OF SUPERVISORS

SEAN M. DAVIS, CHAIRMAN
HENRY DISTRICT

W. CANOVA PETERSON, VICE-CHAIRMAN
MECHANICSVILLE DISTRICT

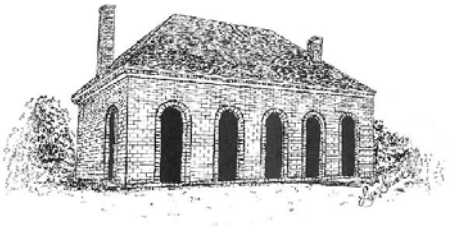
WAYNE T. HAZZARD
SOUTH ANNA DISTRICT

ANGELA KELLY-WIECEK
CHICKAHOMINY DISTRICT

FAYE O. PRICHARD
ASHLAND DISTRICT

AUBREY M. STANLEY
BEAVERDAM DISTRICT

SCOTT A. WYATT
COLD HARBOR DISTRICT



HANOVER COURTHOUSE

HANOVER COUNTY

ESTABLISHED IN 1720

CECIL R. HARRIS, JR.
COUNTY ADMINISTRATOR

FRANK W. HARKSEN, JR.
DEPUTY COUNTY ADMINISTRATOR

KATHLEEN T. SEAY
DEPUTY COUNTY ADMINISTRATOR

JAMES P. TAYLOR
DEPUTY COUNTY ADMINISTRATOR

WWW.HANOVERCOUNTY.GOV

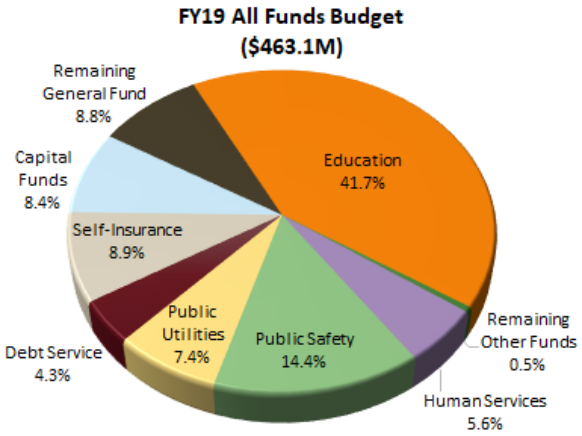
P.O. BOX 470, HANOVER, VA 23069
7516 COUNTY COMPLEX ROAD, HANOVER, VA 23069

PHONE: 804-365-6005
FAX: 804-365-6234

April 11, 2018

Dear Members of the Board:

I am pleased to present the Fiscal Year 2019 budget and FY19-23 Five-Year General Fund Financial Plan and Capital Improvements Program (CIP). This budget provides support for the Board's key priorities. It is the continued strength of our local revenues that has enabled us to fund FY19 budget priorities along with supporting ongoing operations. The total FY19 budget for all funds is $463.1 million. This reflects an increase of $22.5 million or 5.1%. We invest about 41.7% of our total dollars in Education, followed by Public Safety at just over 14%.



This budget has been more challenging because of negative trends in State funding support. For example, while State funding for education has increased 14.5% over the last four years, only 3.3% has been passed through to Hanover County Schools. In FY19, while the State's total Education budget increases 5.1%, Hanover is slated to receive an increase of only 0.6%.

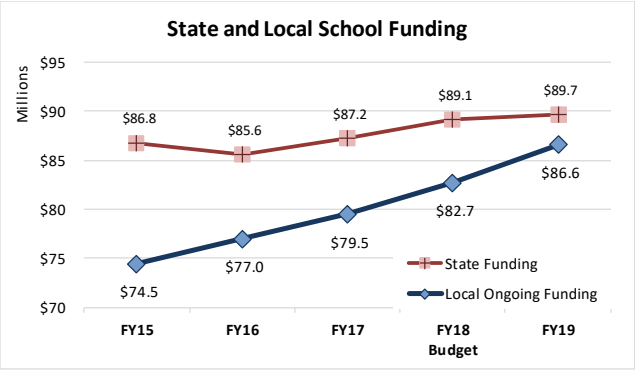
Other State-supported services – the Constitutional Officers, Community Services Board and Social Services – also are continuing to get annual increases of less than 1% in state funding. Such small increases means that Hanover County is having to take on a constantly bigger share of the budget to maintain these services.

Strength of the local economy

General property taxes, primarily Real Estate tax revenue, have grown $7 million or 4.5% over the previous year. Sales prices for homes in Hanover County have risen, leading to positive trends in assessed values. Personal Property tax revenues are also performing well. The strength of our local revenues enables us to continue meeting priorities without raising tax rates.

County assumes a greater share of education funding

This budget presented a challenge because the State has not provided funding for teacher salary increases in FY19, placing the full burden of providing teacher salary increases ($2.5 million) on the County. Having to make up for the State's lack of funding reduced our flexibility elsewhere in the budget.



The General Fund is providing $6.5 million (7.6%) more in support for Schools in FY19. This includes an increase of $3.9 million in operating funds, which covers salaries and increases in health insurance costs for school employees.

School Capital and Technology plans receive an additional $2.6 million. The County's continued investment in technology will enable Elementary and High School teachers to receive laptop computers, completing the first two phases of the School's Technology Plan.

Our partnership with Dr. Gill and his leadership team focuses on how to maintain and improve on the outstanding successes of our school system. All of the County's schools once again received full accreditation from the Virginia Department of Education, making Hanover one of the largest school divisions in the Commonwealth to achieve this distinction.

Increasing Public Safety Resources

Meeting our Public Safety demands continues to be a priority. The FY19 Budget includes six additional positions for the Sheriff's Office, including five patrol deputies and one in Court Services. The Court Services position will provide an additional supervisor for the Sheriff's Court Services Unit. Five new firefighter/EMT positions will enable the County to provide 24/7 staffing for the Black Creek Fire Department. One additional position is funded for the departments of Emergency Communications, Animal Control and the Commonwealth's Attorney. The total increase to Public Safety operations is $1.9 million.

	FY19
Public Safety	**14.0**
Animal Control	1.0
Commonwealth's Attorney	1.0
Court Services	1.0
Emergency Communications	1.0
Fire-EMS	5.0
Sheriff	5.0

Meeting needs in Human Services

The increase of $1.9 million in funding for Human Services is primarily due to a $1.2 million increase in Children's Services Act (CSA) program expenditures. CSA spending increased in FY18 and is expected to trend higher due to more special education students being placed in private specialty centers. Other human services initiatives funded in this budget are intended to address

the impacts of the opioid addiction crisis, including an expanded drug recovery program at Pamunkey Regional Jail and continued support for the adult drug treatment court pilot program, which began in FY18.

Maintaining a Quality Workforce

As mentioned earlier, providing a compensation increase presented a challenge in the FY19 budget. Nevertheless, I am able to include a modest 2% merit increase for our valued employees, with this $1.5 million investment demonstrating our commitment to recognize employee performance and maintaining competitiveness. The employer share of health insurance for our employees is increasing $500,000.

Capital Planning

Capital improvements for the County and Schools represent 8.5% of the total FY19 budget. Key projects included in this list are funding for the construction of the 20,000 square foot Atlee Library; renovating the former General District Court building to create new office space for overcrowded departments; renovations of the Patrick Henry and Lee-Davis auditoriums; and the development of a 55-acre park in Cold Harbor.

FY19 Capital Improvement Highlights (millions)	
Atlee Library	$ 9.0
Court Building Renovations	6.5
School Technology Program	4.1
Park Development	3.6
School Auditorium Renovations	2.8
Roadway Improvements	2.3
Fire Engines & Ambulances	1.8
Fire Air Packs	1.5
Logger Recorder	0.4

Work continues on the new Atlee Library and during FY19 we will transition from the design phase into construction as the construction funding of $9 million is included in the FY19 CIP.

Fifty-five acres in the Cold Harbor area have been acquired for a new park. Residents have told us what they would like to see there and Parks & Recreation anticipates that the park will include multipurpose fields, a playground, trails and a picnic pavilion.

Public Safety projects in the FY19 Capital Improvements Plan include air packs for firefighters, and fire engine and ambulance replacements. The air packs being used by Fire/EMS are nearing the end of their useful life and the new air packs will employ the enhanced bottle technology used by regional partners. The CIP also includes funding for a new logger recorder for Emergency Communications. This equipment will record 100% of data associated with every call and radio transaction and be compatible with Next Generation 911 technology.

Hanover County relies heavily on state and federal funding to address its transportation needs, most of which lie beyond the FY19 budget. Over time, the available funding has not kept up with the demands and the process for allocating funds has changed to focus on state thoroughfares with major traffic congestion. Many of these roads are located in Northern Virginia and Hampton Roads which has limited the funding available to meet our secondary road system demands.

While our capital plans have improvements to Route 360 and Sliding Hill Road, which are funded in the State's "Smart Scale Program", the improvements to Pole Green Road and Atlee Station are at risk with continued changes in state funding formulas and limited funding at the regional level.

Public Utilities

The Department of Public Utilities' FY19 budget of $34.3 million includes an operating budget of $21.6 million and a capital budget of $12.7 million. The planned Five-Year CIP is $85.3 million which includes both expansion projects ($40.6 million) and renewal and replacement projects ($44.7 million). The budget balances the maintenance of existing infrastructure, system expansion in support of economic development, and utility rates.

Funding for two significant projects in support of economic development are included in the FY19 budget. The first, the Airport East Tank and Water Pump Station will provide the ability to move additional water to the Ashland and Route 33 pressure zones. The second, improvements to the existing Sliding Hill Road Wastewater Pump Station, when combined with other completed and planned projects, will make additional sewer capacity available in the Route 1 corridor and the Town of Ashland.

White Birch Paper Company idled its Doswell Bear Island facility in July 2017. Prior to being idled this facility was the Department's largest water customer. It is estimated that the idling will mean a loss of $1.3 million in revenue. The net negative impact to the Department is estimated to be $850,000 in FY19.

The budget includes user fee increases of 2.5% for water and sewer, which equates to an increase of $3.12 to a typical customer's bimonthly bill. There is no change to capacity fees as construction costs for the type of projects funded by capacity fees were stable during the last 12 months.

Conclusion

The budget continues our fiscally conservative approach to local government spending. We worked hard to meet the ever increasing demands of our Public Safety, Education and Human Service departments, recognizing that our workforce is key to keeping Hanover the outstanding community we call home. Our capital plans while modest by some standards, address the needs for technology, public safety equipment, parks, libraries and updated school facilities.

Hanover prides itself in establishing plans that meet the community's needs not just for one year but for the next 5 years; however, the strength of our plan could be undermined if the State continues to reduce its funding support.

The County, Schools and Constitutional Officer leadership, along with the budget staff deserves tremendous credit for making this budget the strong plan it is. I look forward to working with

the Board of Supervisors and members of the community as we review the details of these financial plans.

Sincerely,

Cecil R. Harris, Jr.

County Administrator

Hanover County FY19 Budget Highlights

Quick Facts of the FY19 Budget:

- All funds: $463.1 million, a $22.5M or 5.1% increase from the current year.
- County General Fund: $252.4 million, an $11.2M or 4.6% increase from the current year.

Highlights of the FY19 Budget:

Revenues –

- All residential property tax rates remain unchanged.
- Real Property revenue increase of $4.2 million or 3.9% above FY18 budget. This assumes a 2.5% increase in assessments in 2019.
- Personal Property increase of $2.6 million or 7.7% above FY18 budget.
- Ongoing General Fund revenues increase of $10.2 million or 4.4% above FY18 budget.
- Public Utility 2.5% water rate increase and 2.5% wastewater rate increase. The average bimonthly bill increases $3.12 ($18.72 annually).

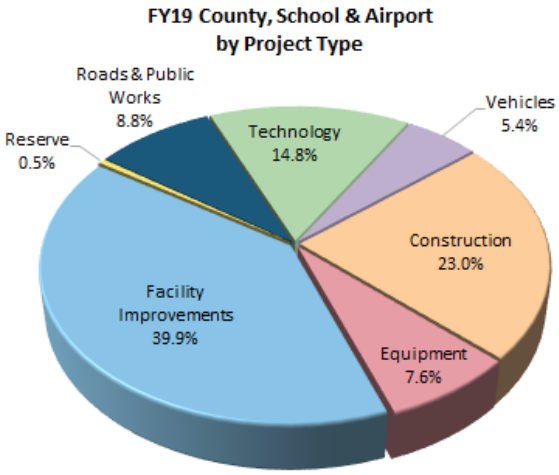
Expenditures –

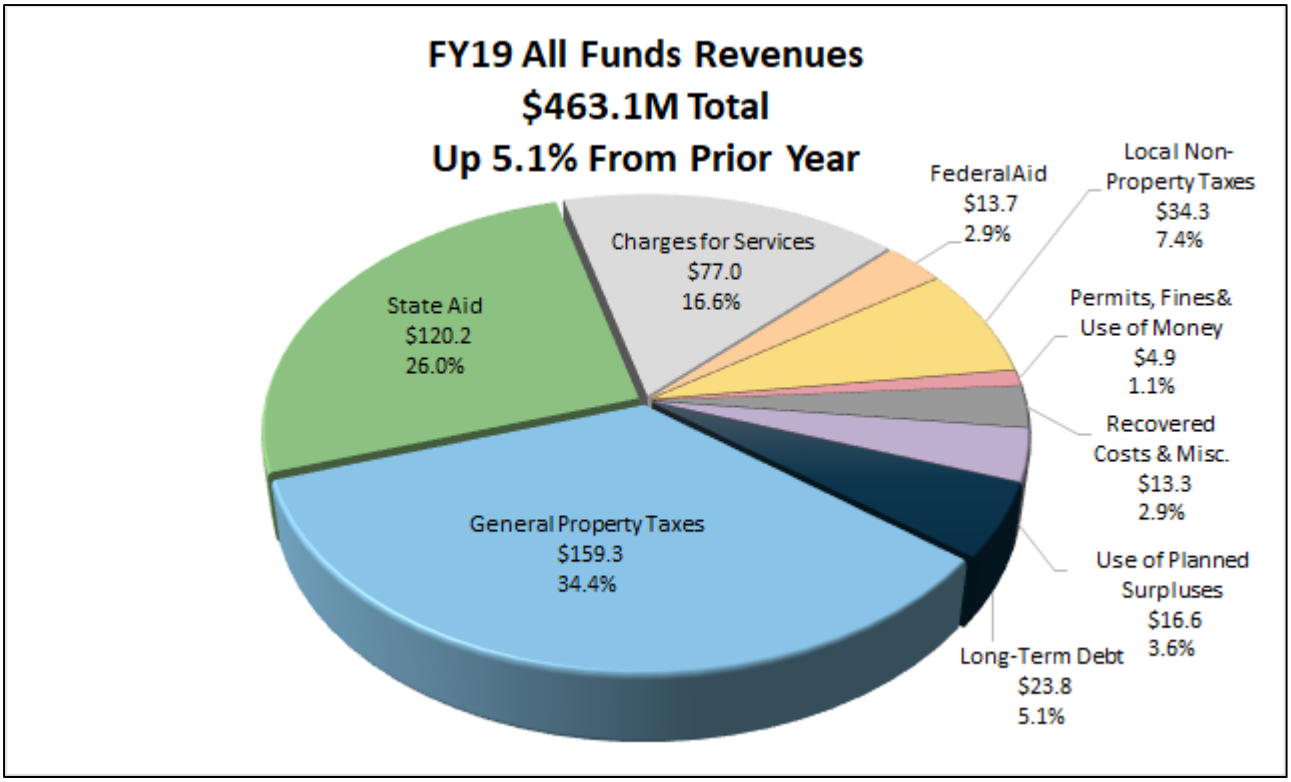
- Priority Service Areas related to the General Fund:

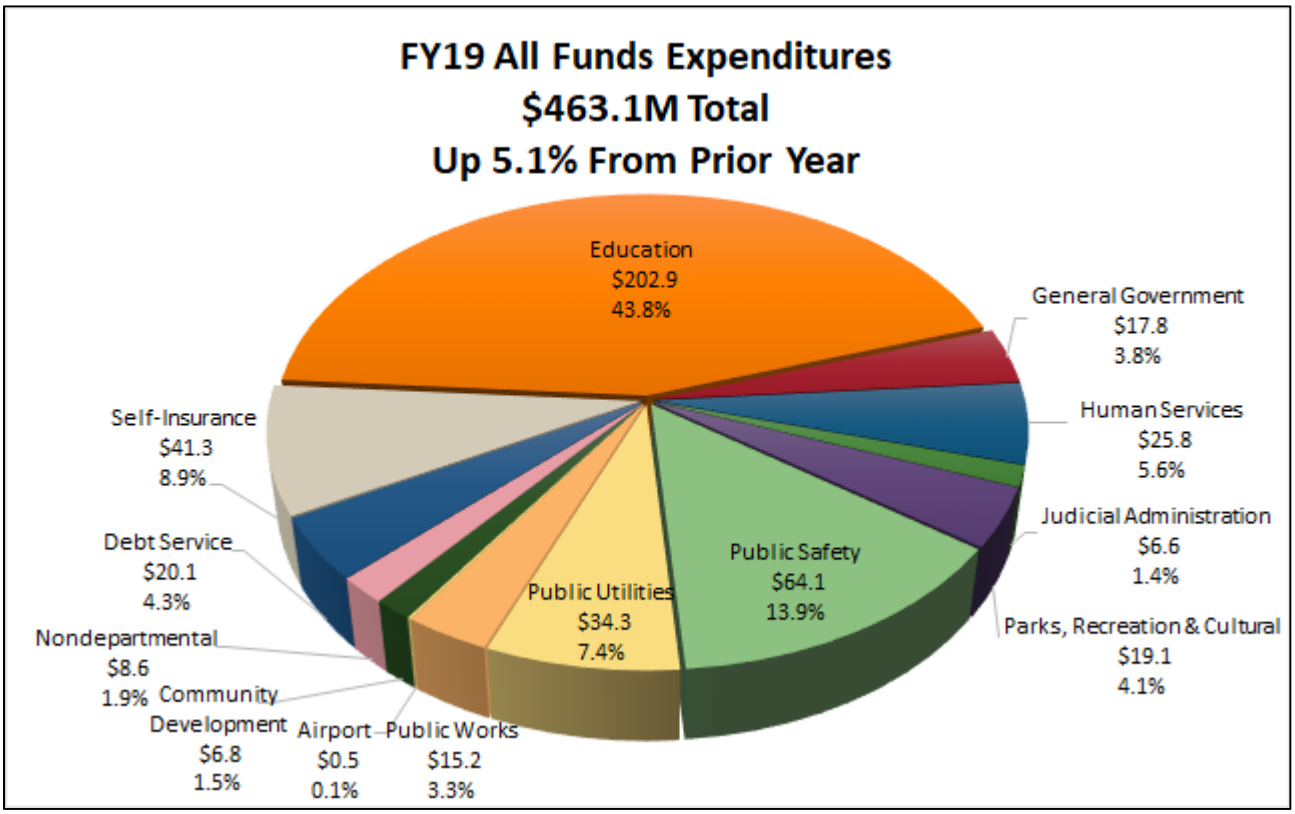
Category	FY19 Budget	$ Change from Prior Year	% Change from Prior Year	% of FY19 General Fund Budget
School Operating	$86.6M	$3.9M	4.7%	34.3%
School Capital Projects	5.0M	2.6M	108.3%	2.0%
Public Safety & Judicial Admin.	66.7M	1.9M	3.0%	26.4%
Public Safety Capital Projects	4.0M	1.1M	37.7%	1.6%
Human Services	25.8M	1.9M	7.9%	10.2%
Total Priority Service Areas	**$188.1M**	**$11.4M**	**6.5%**	**74.5%**

- Personnel
  - 2.0% compensation increase for County and School staff.
  - Additional positions: 14.0 in Public Safety, 3.3 in County Non-Public Safety, 11.6 in Schools and none in Public Utilities.

- County, Schools and Airport Capital Improvements Program (CIP)
  - The first year of the CIP provides significant investments in libraries and Parks.
  - 24.0% of the FY19 projects are funded with General Fund sources while 60.0% is Long-term Debt, 2.9% is Federal and State Aid, 2.6% from Road Proffers and the remaining 10.5% from prior year savings and other sources.




FY19 All Funds Revenues
$463.1M Total
Up 5.1% From Prior Year
Charges for Services
$77.0
16.6%
Federal Aid
$13.7
2.9%
Local Non-Property Taxes
$34.3
7.4%
Permits, Fines & Use of Money
$4.9
1.1%
Recovered Costs & Misc.
$13.3
2.9%
Use of Planned Surpluses
$16.6
3.6%
Long-Term Debt
$23.8
5.1%
General Property Taxes
$159.3
34.4%
State Aid
$120.2
26.0%

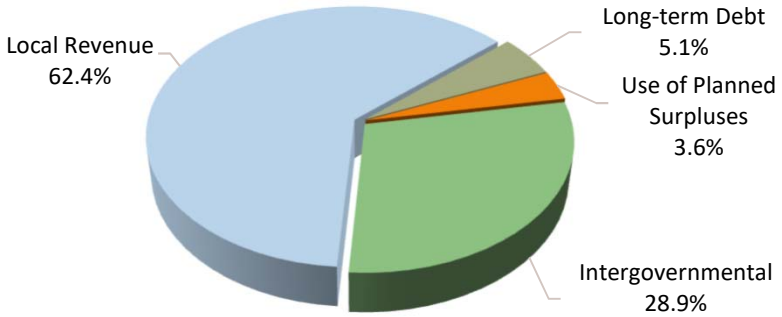

FY19 All Funds Expenditures
$463.1M Total
Up 5.1% From Prior Year
Education
$202.9
43.8%
General Government
$17.8
3.8%
Human Services
$25.8
5.6%
Judicial Administration
$6.6
1.4%
Parks, Recreation & Cultural
$19.1
4.1%
Public Safety
$64.1
13.9%
Public Utilities
$34.3
7.4%
Public Works
$15.2
3.3%
Airport
$0.5
0.1%
Community Development
$6.8
1.5%
Nondepartmental
$8.6
1.9%
Debt Service
$20.1
4.3%
Self-Insurance
$41.3
8.9%

Summary of Revenues and Expenditures for All Funds

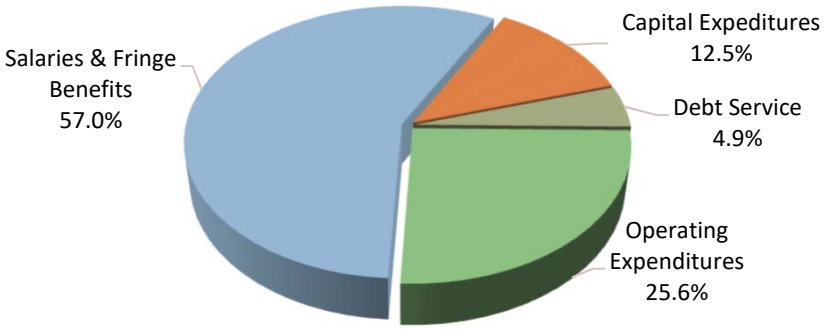
Due to the conversion over to a new financial system in May 2017, select accounts have been reclassified to new categories and funds for internal reporting purposes. FY17 Actual and FY18 Budget amounts have been restated throughout the document to reflect these changes.

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Revenues	**422,420,804**	**440,531,666**	**463,082,179**	**5.1%**
Local Revenue	**272,197,172**	**279,740,789**	**288,838,673**	**3.3%**
Charges for Services	73,562,659	74,784,274	76,978,076	2.9%
General Property Taxes	144,598,403	152,338,600	159,307,200	4.6%
Local Non-Property Taxes	32,819,424	32,470,800	34,328,800	5.7%
Permits Fines & Use of Money	4,771,620	5,021,727	4,867,785	-3.1%
Recovered Costs & Misc	16,445,066	15,125,388	13,356,812	-11.7%
Intergovernmental	**137,531,027**	**140,231,526**	**133,883,147**	**-4.5%**
Federal Aid	20,399,543	18,190,401	13,639,435	-25.0%
State Aid	117,131,484	122,041,125	120,243,712	-1.5%
Use of Planned Surpluses	**2,646,000**	**15,871,351**	**16,532,859**	**4.2%**
Long-term Debt	**10,046,605**	**4,688,000**	**23,827,500**	**408.3%**
Expenditures	**412,081,755**	**440,531,666**	**463,082,179**	**5.1%**
Salaries & Fringe Benefits	**244,260,008**	**255,264,284**	**263,829,533**	**3.4%**
Operating	**103,764,105**	**112,458,620**	**118,683,878**	**5.5%**
Capital Outlay	**41,361,845**	**50,169,477**	**57,973,568**	**15.6%**
Debt Service	**22,695,797**	**22,639,285**	**22,595,200**	**-0.2%**

FY19 All Funds Revenues



FY19 All Funds Expenditures



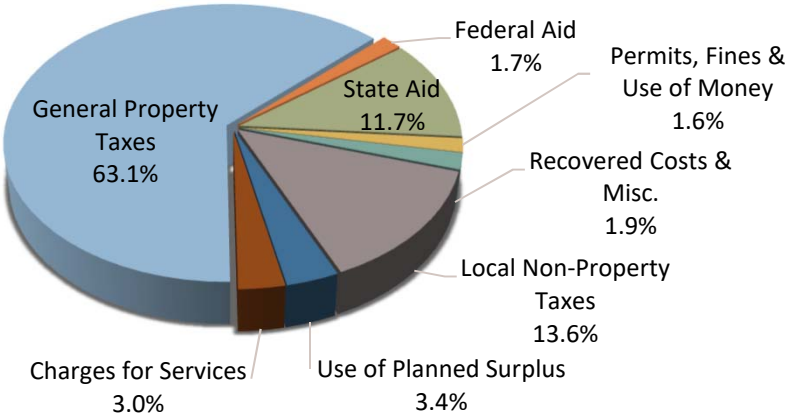
FY19 All Funds Budget

Row Labels	General Fund	School Funds	Capital Funds	Special Revenue Fund	Enterprise Funds	Internal Service Fund	Fiduciary Funds	Debt Service Fund	Transfers from Other Funds	Grand Total
Revenues	**252,386,532**	**192,947,093**	**39,069,000**	**65,395**	**47,456,539**	**41,249,425**	**1,809,900**	**20,097,966**	**(131,999,671)**	**463,082,179**
Local Revenue	**210,078,352**	**7,528,067**	**1,200,000**	**65,395**	**29,739,790**	**38,991,169**	**1,235,900**	**-**	**-**	**288,838,673**
Charges for Services	7,538,740	5,961,067	1,000,000	-	23,878,100	38,600,169	-	-	-	76,978,076
General Property Taxes	159,307,200	-	-	-	-	-	-	-	-	159,307,200
Local Non-Property Taxes	34,328,800	-	-	-	-	-	-	-	-	34,328,800
Permits Fines & Use of Money	4,018,200	-	-	65,395	734,190	50,000	-	-	-	4,867,785
Recovered Costs & Misc	4,885,412	1,567,000	200,000	-	5,127,500	341,000	1,235,900	-	-	13,356,812
Intergovernmental	**33,687,271**	**98,803,026**	**1,090,000**	**-**	**50,000**	**-**	**-**	**252,850**	**-**	**133,883,147**
Federal Aid	4,287,037	9,099,548	-	-	-	-	-	252,850	-	13,639,435
State Aid	29,400,234	89,703,478	1,090,000	-	50,000	-	-	-	-	120,243,712
Transfers In	**-**	**86,616,000**	**12,589,000**	**-**	**12,703,055**	**-**	**574,000**	**19,517,616**	**(131,999,671)**	**-**
Use of Planned Surpluses	**8,620,909**	**-**	**690,000**	**-**	**4,963,694**	**2,258,256**	**-**	**-**	**-**	**16,532,859**
Long-term Debt	**-**	**-**	**23,500,000**	**-**	**-**	**-**	**-**	**327,500**	**-**	**23,827,500**
Expenditures - by Category	**252,386,532**	**192,947,093**	**39,069,000**	**65,395**	**47,456,539**	**41,249,425**	**1,809,900**	**20,097,966**	**(131,999,671)**	**463,082,179**
Salaries & Fringe Benefits	**87,374,532**	**168,319,204**	**-**	**-**	**6,917,547**	**1,218,250**	**-**	**-**	**-**	**263,829,533**
Operating	**42,642,155**	**22,820,696**	**-**	**65,395**	**11,286,859**	**40,031,175**	**1,809,900**	**27,698**	**-**	**118,683,878**
Capital Outlay	**3,021,200**	**1,807,193**	**39,069,000**	**-**	**14,076,175**	**-**	**-**	**-**	**-**	**57,973,568**
Transfers Out	**119,348,645**	**-**	**-**	**-**	**12,651,026**	**-**	**-**	**-**	**(131,999,671)**	**-**
Debt Service	**-**	**-**	**-**	**-**	**2,524,932**	**-**	**-**	**20,070,268**	**-**	**22,595,200**
Expenditures - by Function	**252,386,532**	**192,947,093**	**39,069,000**	**65,395**	**47,456,539**	**41,249,425**	**1,809,900**	**20,097,966**	**(131,999,671)**	**463,082,179**
Airport	**-**	**-**	**-**	**-**	**476,219**	**-**	**-**	**-**	**-**	**476,219**
Community Development	**4,952,771**	**-**	**-**	**65,395**	**-**	**-**	**1,809,900**	**-**	**-**	**6,828,066**
Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**20,097,966**	**-**	**20,097,966**
Education	**-**	**192,947,093**	**10,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**202,947,093**
General Government	**16,059,406**	**-**	**1,700,000**	**-**	**-**	**-**	**-**	**-**	**-**	**17,759,406**
Human Services	**25,809,598**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**25,809,598**
Judicial Administration	**6,606,004**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**6,606,004**
Nondepartmental	**121,267,351**	**-**	**200,000**	**-**	**-**	**-**	**-**	**-**	**(119,348,645)**	**2,118,706**
Parks, Recreation & Cultural	**6,473,639**	**-**	**12,600,000**	**-**	**-**	**-**	**-**	**-**	**-**	**19,073,639**
Public Safety	**60,074,518**	**-**	**4,014,000**	**-**	**-**	**-**	**-**	**-**	**-**	**64,088,518**
Public Utilities	**-**	**-**	**-**	**-**	**46,980,320**	**-**	**-**	**-**	**(12,651,026)**	**34,329,294**
Public Works	**11,143,245**	**-**	**10,555,000**	**-**	**-**	**-**	**-**	**-**	**-**	**21,698,245**
Self-Insurance	**-**	**-**	**-**	**-**	**-**	**41,249,425**	**-**	**-**	**-**	**41,249,425**

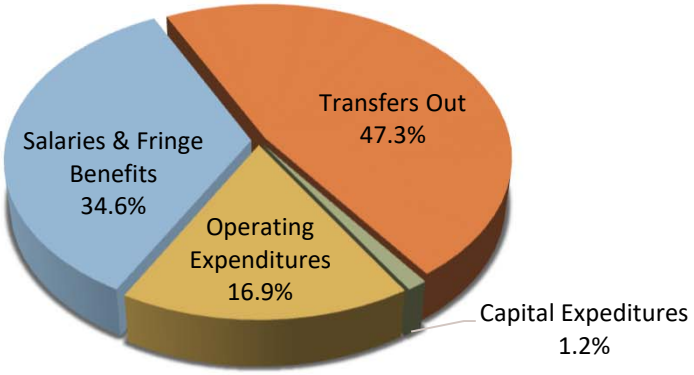
General Fund Summary

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
General Fund				
Revenues	**225,854,131**	**241,188,924**	**252,386,532**	**4.6%**
Local Revenue				
Charges for Services	8,091,355	7,361,020	7,538,740	2.4%
General Property Taxes	144,598,403	152,338,600	159,307,200	4.6%
Local Non-Property Taxes	32,819,424	32,470,800	34,328,800	5.7%
Permits Fines & Use of Money	3,790,257	4,032,025	4,018,200	-0.3%
Recovered Costs & Misc	4,471,504	4,775,886	4,885,412	2.3%
Intergovernmental				
Federal Aid	3,875,272	4,042,090	4,287,037	6.1%
State Aid	28,104,616	28,568,503	29,400,234	2.9%
Transfers In	103,300	-	-	----
Use of Planned Surpluses	-	7,600,000	8,620,909	13.4%
Expenditures	**229,898,600**	**241,188,924**	**252,386,532**	**4.6%**
Salaries & Fringe Benefits	79,592,681	84,296,825	87,374,532	3.7%
Operating	36,325,667	41,582,101	42,642,155	2.5%
Capital Outlay	2,947,058	2,865,160	3,021,200	5.4%
Transfers Out	111,033,194	112,444,838	119,348,645	6.1%

FY19 General Fund Revenues



FY19 General Fund Expenditures



If a fund's expenditures exceed revenues under fiscal year actuals, the difference is the use of planned surpluses, which is not identified as revenue per accounting standards.

Other Fund Summaries

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Capital Funds				
County Improvements Fund				
Revenues	**18,371,883**	**15,766,400**	**29,069,000**	**84.4%**
Local Revenue	**971,301**	**3,100,000**	**1,200,000**	**-61.3%**
Charges for Services	890,869	2,000,000	1,000,000	-50.0%
Permits Fines & Use of Money	80,432	-	-	----
Recovered Costs & Misc	-	1,100,000	200,000	-81.8%
Intergovernmental	**7,007,816**	**4,553,000**	**1,090,000**	**-76.1%**
Federal Aid	4,864,922	824,965	-	-100.0%
State Aid	2,142,894	3,728,035	1,090,000	-70.8%
Transfers In	**7,746,766**	**7,488,400**	**7,589,000**	**1.3%**
Use of Planned Surpluses	**2,646,000**	**625,000**	**690,000**	**10.4%**
Long-term Debt	**-**	**-**	**18,500,000**	**----**
Expenditures	**19,784,448**	**15,766,400**	**29,069,000**	**84.4%**
Capital Outlay	**19,681,148**	**15,766,400**	**29,069,000**	**84.4%**
Transfers Out	**103,300**	**-**	**-**	**----**
School Improvements Fund				
Revenues	**13,946,225**	**7,048,000**	**10,000,000**	**41.9%**
Local Revenue	**39,736**	**-**	**-**	**----**
Recovered Costs & Misc	39,736	-	-	----
Transfers In	**3,900,000**	**2,400,000**	**5,000,000**	**108.3%**
Long-term Debt	**10,006,489**	**4,648,000**	**5,000,000**	**7.6%**
Expenditures	**7,239,093**	**7,048,000**	**10,000,000**	**41.9%**
Capital Outlay	**7,224,396**	**7,048,000**	**10,000,000**	**41.9%**
Transfers Out	**14,697**	**-**	**-**	**----**
Debt Service Fund				
Debt Service Fund				
Revenues	**19,850,734**	**19,472,370**	**20,097,966**	**3.2%**
Local Revenue	**61,901**	**-**	**-**	**----**
Permits Fines & Use of Money	61,901	-	-	----
Intergovernmental	**253,659**	**252,850**	**252,850**	**0.0%**
Federal Aid	253,659	252,850	252,850	0.0%
Transfers In	**19,495,058**	**19,179,520**	**19,517,616**	**1.8%**
Long-term Debt	**40,116**	**40,000**	**327,500**	**718.8%**
Expenditures	**19,592,735**	**19,472,370**	**20,097,966**	**3.2%**
Operating	**16,140**	**24,400**	**27,698**	**13.5%**
Debt Service	**19,576,595**	**19,447,970**	**20,070,268**	**3.2%**

Other Fund Summaries

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Enterprise Funds				
Airport CIP Fund				
Revenues	**2,038,343**	**4,592,667**	**100,000**	**-97.8%**
Intergovernmental	**2,038,343**	**4,451,314**	**50,000**	**-98.9%**
Federal Aid	1,830,004	3,885,901	-	-100.0%
State Aid	208,339	565,413	50,000	-91.2%
Use of Planned Surpluses	**-**	**141,353**	**50,000**	**-64.6%**
Expenditures	**2,299,245**	**4,592,667**	**100,000**	**-97.8%**
Capital Outlay	**2,299,245**	**4,592,667**	**100,000**	**-97.8%**
Airport Fund				
Revenues	**267,997**	**373,787**	**376,219**	**0.7%**
Local Revenue	**215,748**	**262,772**	**274,190**	**4.3%**
Permits Fines & Use of Money	215,748	212,772	224,190	5.4%
Recovered Costs & Misc	-	50,000	50,000	0.0%
Transfers In	**52,249**	**61,018**	**52,029**	**-14.7%**
Use of Planned Surpluses	**-**	**49,997**	**50,000**	**0.0%**
Expenditures	**223,106**	**373,787**	**376,219**	**0.7%**
Salaries & Fringe Benefits	**107,288**	**109,338**	**111,712**	**2.2%**
Operating	**55,810**	**122,658**	**122,829**	**0.1%**
Debt Service	**60,008**	**141,791**	**141,678**	**-0.1%**
Public Utilities CIP Fund				
Revenues	**9,747,763**	**17,213,718**	**12,651,026**	**-26.5%**
Local Revenue	**5,130,459**	**-**	**-**	**----**
Recovered Costs & Misc	5,130,459	-	-	----
Transfers In	**4,617,304**	**17,213,718**	**12,651,026**	**-26.5%**
Expenditures	**6,454,223**	**17,213,718**	**12,651,026**	**-26.5%**
Capital Outlay	**6,454,223**	**17,213,718**	**12,651,026**	**-26.5%**
Public Utilities Fund				
Revenues	**29,386,856**	**38,786,911**	**34,329,294**	**-11.5%**
Local Revenue	**29,287,405**	**31,471,700**	**29,465,600**	**-6.4%**
Charges for Services	24,448,035	24,547,200	23,878,100	-2.7%
Permits Fines & Use of Money	422,311	540,000	510,000	-5.6%
Recovered Costs & Misc	4,417,059	6,384,500	5,077,500	-20.5%
Intergovernmental	**99,451**	**-**	**-**	**----**
Federal Aid	99,451	-	-	----
State Aid	-	-	-	----
Use of Planned Surpluses	**-**	**7,315,211**	**4,863,694**	**-33.5%**

Other Fund Summaries

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**24,617,924**	**38,786,911**	**34,329,294**	**-11.5%**
Salaries & Fringe Benefits	**6,332,799**	**6,629,749**	**6,805,835**	**2.7%**
Operating	**9,824,784**	**10,987,811**	**11,164,030**	**1.6%**
Capital Outlay	**755,245**	**906,109**	**1,325,149**	**46.2%**
Transfers Out	**4,645,902**	**17,213,718**	**12,651,026**	**-26.5%**
Debt Service	**3,059,194**	**3,049,524**	**2,383,254**	**-21.8%**
Fiduciary Funds				
Bell Creek CDA Fund				
Revenues	**156,847**	**159,500**	**160,000**	**0.3%**
Local Revenue	**156,847**	**159,500**	**160,000**	**0.3%**
Recovered Costs & Misc	156,847	159,500	160,000	0.3%
Expenditures	**156,238**	**159,500**	**160,000**	**0.3%**
Operating	**156,238**	**159,500**	**160,000**	**0.3%**
Lewistown CDA Fund				
Revenues	**1,781,569**	**1,592,900**	**1,649,900**	**3.6%**
Local Revenue	**1,240,685**	**1,000,000**	**1,075,900**	**7.6%**
Recovered Costs & Misc	1,240,685	1,000,000	1,075,900	7.6%
Transfers In	**540,884**	**592,900**	**574,000**	**-3.2%**
Expenditures	**2,394,376**	**1,592,900**	**1,649,900**	**3.6%**
Operating	**2,394,376**	**1,592,900**	**1,649,900**	**3.6%**
Internal Service Fund				
Self-Insurance Fund				
Revenues	**34,592,787**	**35,351,416**	**41,249,425**	**16.7%**
Local Revenue	**34,592,787**	**35,211,626**	**38,991,169**	**10.7%**
Charges for Services	34,485,730	35,061,626	38,600,169	10.1%
Permits Fines & Use of Money	32,057	75,000	50,000	-33.3%
Recovered Costs & Misc	75,000	75,000	341,000	354.7%
Use of Planned Surpluses	**-**	**139,790**	**2,258,256**	**1515.5%**
Expenditures	**35,388,224**	**35,351,416**	**41,249,425**	**16.7%**
Salaries & Fringe Benefits	**416,167**	**162,258**	**1,218,250**	**650.8%**
Operating	**34,972,057**	**35,189,158**	**40,031,175**	**13.8%**

Other Fund Summaries

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
School Funds				
Food Services Fund				
Revenues	**6,639,573**	**7,489,025**	**7,643,615**	**2.1%**
Local Revenue	**4,811,171**	**5,219,430**	**5,319,067**	**1.9%**
Charges for Services	4,767,043	4,994,428	5,094,067	2.0%
Permits Fines & Use of Money	434	-	-	----
Recovered Costs & Misc	43,694	225,002	225,000	0.0%
Intergovernmental	**1,828,402**	**2,269,595**	**2,324,548**	**2.4%**
Federal Aid	1,780,544	2,224,880	2,279,833	2.5%
State Aid	47,858	44,715	44,715	0.0%
Expenditures	**6,543,664**	**7,489,025**	**7,643,615**	**2.1%**
Salaries & Fringe Benefits	**3,112,068**	**3,735,740**	**3,658,770**	**-2.1%**
Operating	**3,431,596**	**3,703,285**	**3,934,845**	**6.3%**
Capital Outlay	**-**	**50,000**	**50,000**	**0.0%**
Schools Operating Fund				
Revenues	**172,740,111**	**180,992,674**	**185,303,478**	**2.4%**
Local Revenue	**1,749,709**	**2,175,500**	**2,209,000**	**1.5%**
Charges for Services	879,627	820,000	867,000	5.7%
Recovered Costs & Misc	870,082	1,355,500	1,342,000	-1.0%
Intergovernmental	**94,323,468**	**96,094,174**	**96,478,478**	**0.4%**
Federal Aid	7,695,691	6,959,715	6,819,715	-2.0%
State Aid	86,627,777	89,134,459	89,658,763	0.6%
Transfers In	**76,666,934**	**82,723,000**	**86,616,000**	**4.7%**
Expenditures	**173,092,470**	**180,992,674**	**185,303,478**	**2.4%**
Salaries & Fringe Benefits	**154,699,005**	**160,330,374**	**164,660,434**	**2.7%**
Operating	**16,392,935**	**18,934,877**	**18,885,851**	**-0.3%**
Capital Outlay	**2,000,530**	**1,727,423**	**1,757,193**	**1.7%**
Special Revenue Fund				
Economic Development Authority				
Revenues	**197,078**	**161,930**	**65,395**	**-59.6%**
Local Revenue	**168,480**	**161,930**	**65,395**	**-59.6%**
Permits Fines & Use of Money	168,480	161,930	65,395	-59.6%
Transfers In	**28,598**	**-**	**-**	**----**
Expenditures	**194,502**	**161,930**	**65,395**	**-59.6%**
Operating	**194,502**	**161,930**	**65,395**	**-59.6%**

If a fund's expenditures exceed revenues under fiscal year actuals, the difference is the use of planned surpluses, which is not identified as revenue per accounting standards.

Fund Balances for Governmental Funds[1]

	FY17 Actual	FY18 Projected[2]	FY19 Budget[4]	% Change FY18 to FY19
General Fund				
Estimated Beginning Fund Balance	$ 56,580,037	$ 52,535,586	$ 50,585,757	
Net Change in Fund Balance	(4,044,451)	(1,949,829)	(8,620,909)	
Estimated Ending Fund Balance	$ 52,535,586	$ 50,585,757	$ 41,964,848	**-17.0%**
Unassigned Fund Balance	$ 29,351,651	$ 30,662,810	$ 29,983,000	**-2.2%**
Net Operating Revenues	225,750,831	235,867,772	243,765,623	
Est. Unassigned Fund Balance as % of Net Operating Revenues	13.0%	13.0%	12.3%	
County Improvements Fund				
Estimated Beginning Fund Balance	$ 34,629,794	$ 33,217,229	$ 33,217,229	
Net Change in Fund Balance[3]	(1,412,565)	-	(690,000)	
Est. Ending Fund Balance - County Improvements Fund	**$ 33,217,229**	**$ 33,217,229**	**$ 32,527,229**	**-2.1%**
School Improvements Fund				
Estimated Beginning Fund Balance	$ 1,890,138	$ 8,597,270	$ 8,597,270	
Net Change in Fund Balance[3]	6,707,132	-	-	
Est. Ending Fund Balance - School Improvements Fund	**$ 8,597,270**	**$ 8,597,270**	**$ 8,597,270**	**0.0%**
Debt Service Fund				
Estimated Beginning Fund Balance	$ 332,856	$ 590,856	$ 590,856	
Net Change in Fund Balance	258,000	-	-	
Est. Ending Fund Balance - Debt Service Fund	**$ 590,856**	**$ 590,856**	**$ 590,856**	**0.0%**

[1] Consistent with the Comprehensive Annual Financial Report (CAFR), Governmental funds do not include proprietary funds, internal service funds, or component units.

[2] Projected fund balances are as of the 3rd quarter financial report.

[3] Net changes in fund balance for County and School Improvements Funds can not be projected accurately based on the nature of multi-year projects. This potential risk is mitigated by the fact that Fund Balance is not a source of funding and policy controls relative to budget amendments are in place to prevent overspending that would result in unbudgeted changes in Fund Balance.

[4] The County uses a conservative approach to budgeting. For example, the County budgets for 100% of approved positions and does not include an estimate for vacancy savings. Additionally, the FY18 projection includes budgeted contingency and revenue reserves of $1.5 million and $575,000, respectively. As such, although the FY19 budget reflects a $8.6 million net change in fund balance, the County's actual results will be favorable to the budget consistent with prior years. The following table is for reference on the historical trends related to the use of fund balance.

Use of Fund Balance	FY16	FY17	FY18
Appropriated Budget	(7,132,000)	(10,296,000)	(7,600,000)
Actual	4,100,268	(4,044,451)	N/A
Projected (FY18 only)			(1,949,829)

General Fund Revenue Detail

	FY17 Actual	FY18 Budget	FY19 Budget	Dollar Change	Percent Change
Local Revenue	**193,770,943**	**200,978,331**	**210,078,352**	**9,100,021**	**4.5%**
General Property Taxes	**144,598,403**	**152,338,600**	**159,307,200**	**6,968,600**	**4.6%**
Real Property Taxes	102,529,731	107,700,000	111,900,000	4,200,000	3.9%
Personal Property Taxes	31,608,063	33,800,000	36,400,000	2,600,000	7.7%
Remaining Property Taxes					
Machinery & Tools Tax	1,812,144	1,830,000	1,800,000	(30,000)	-1.6%
Merchants Capital Tax	1,359,719	1,420,000	1,500,000	80,000	5.6%
Mobile Home Tax	25,712	25,000	25,000	-	0.0%
Public Service Tax	4,960,949	5,100,000	5,200,000	100,000	2.0%
Delinquent Taxes	1,249,112	1,426,400	1,432,200	5,800	0.4%
Penalties & Interest	1,052,973	1,037,200	1,050,000	12,800	1.2%
Local Non-Property Taxes	**32,819,424**	**32,470,800**	**34,328,800**	**1,858,000**	**5.7%**
Sales Tax	20,732,349	21,114,000	22,450,000	1,336,000	6.3%
Local Non-Property Taxes					
Bank Stock Tax	746,692	500,000	650,000	150,000	30.0%
Communications Tax	4,699,086	4,580,000	4,410,000	(170,000)	-3.7%
Consumer Utility Tax	1,939,939	1,880,000	1,974,000	94,000	5.0%
Contractors License	624,643	500,000	675,000	175,000	35.0%
Lodging Tax	1,019,696	1,030,000	1,120,000	90,000	8.7%
Recordation Tax	2,365,162	2,150,000	2,400,000	250,000	11.6%
Sales Tax on Mobile Homes	20,340	15,000	15,000	-	0.0%
Tax on Wills	38,363	31,800	31,800	-	0.0%
Utility Franchise Licenses	633,154	670,000	603,000	(67,000)	-10.0%
Permits Fines & Use of Money	**3,790,257**	**4,032,025**	**4,018,200**	**(13,825)**	**-0.3%**
Fines & Forfeitures	1,033,165	995,125	1,042,400	47,275	4.8%
Permits Fees & Licenses					
Animal Licenses	78,694	100,000	80,000	(20,000)	-20.0%
Building Inspection Fees	1,430,155	1,365,000	1,380,000	15,000	1.1%
Inspection Fees	449,537	426,500	428,500	2,000	0.5%
Planning Permits & Fees	227,629	275,000	250,000	(25,000)	-9.1%
Septic Tank Permits	6,780	6,400	6,500	100	1.6%
Use of Money & Property					
Investment Income	81,738	300,000	250,000	(50,000)	-16.7%
Rental Income	480,076	560,000	576,800	16,800	3.0%
Sales	2,483	4,000	4,000	-	0.0%

General Fund Revenue Detail

	FY17 Actual	FY18 Budget	FY19 Budget	Dollar Change	Percent Change
Charges for Services	**8,091,355**	**7,361,020**	**7,538,740**	**177,720**	**2.4%**
Charges for Services					
Charges for Services	4,045,834	4,076,520	3,821,500	(255,020)	-6.3%
Court-Related Services	144,849	110,000	135,000	25,000	22.7%
EMS Services	2,847,706	2,200,000	2,500,000	300,000	13.6%
Landfill	497,442	476,500	476,500	-	0.0%
User Fees	555,524	498,000	605,740	107,740	21.6%
Recovered Costs & Misc	**4,471,504**	**4,775,886**	**4,885,412**	**109,526**	**2.3%**
Miscellaneous					
Gifts & Donations	38,497	53,000	50,500	(2,500)	-4.7%
Miscellaneous	605,019	92,600	133,758	41,158	44.4%
Refunds	150,804	303,900	308,525	4,625	1.5%
Reserves	-	575,000	575,000	-	0.0%
Sale of Assets	231,244	150,000	155,000	5,000	3.3%
Recovered Costs	3,445,940	3,601,386	3,662,629	61,243	1.7%
Intergovernmental	**31,979,888**	**32,610,593**	**33,687,271**	**1,076,678**	**3.3%**
Federal Aid	**3,875,272**	**4,042,090**	**4,287,037**	**244,947**	**6.1%**
Categorical Federal Aid	3,875,272	4,042,090	4,287,037	244,947	6.1%
State Aid	**28,104,616**	**28,568,503**	**29,400,234**	**831,731**	**2.9%**
Categorical State Aid	7,454,447	7,795,503	8,620,234	824,731	10.6%
Non-Categorical State Aid	15,390,161	15,302,000	15,302,000	-	0.0%
State Share of Local Offices	5,260,008	5,471,000	5,478,000	7,000	0.1%
Transfers In	**103,300**	**-**	**-**	**-**	**----**
Use of Planned Surpluses	**-**	**7,600,000**	**8,620,909**	**1,020,909**	**13.4%**
Use of Planned Surplus	**-**	**7,600,000**	**8,620,909**	**1,020,909**	**13.4%**
Use of Planned Surplus					
PYB Fees & Proffers	-	-	20,000	20,000	----
Use of Planned Surplus	-	7,600,000	8,600,909	1,000,909	13.2%
Grand Total	**225,854,131**	**241,188,924**	**252,386,532**	**11,197,608**	**4.6%**

Real Property Tax Rate is $0.81 per $100 of Assessed Value

Real Property Assessable Base: $16.0 Billion

Real Property Tax Generated: $111.9 Million

One Penny ($0.01) Generates $1.4 Million

General Fund Revenue Information

In order to support the County's mission of delivering quality services to the citizens of Hanover County, supporting revenues are monitored and projected to allow for the most efficient, consistent and cost-effective delivery of those services.

Revenue strength and stability in Hanover has translated to savings for taxpayers. Confidence in the County's diverse tax base and revenue stability are reflected in the AAA bond rating assigned to Hanover by all three (3) of the major ratings agencies. These results have allowed the County access to some of the most attractive financing rates available while maintaining the low tax burden citizens have come to expect.

Ongoing Revenue	% of Total
General Property Taxes	65.4%
Local Non-Property Taxes	14.1%
State Aid	12.1%
Charges for Services	3.1%
Recovered Costs & Misc.	2.0%
Federal Aid	1.7%
Permits, Fines & Use of Money	1.6%
Total	100.0%

Ongoing revenue for the General Fund is divided into the following categories: General Property Taxes; Local Non-Property Taxes; Permits, Fines & Use of Money; Charges for Services; Recovered Costs & Miscellaneous Revenue; and Intergovernmental, which includes both federal and state aid. Additional information regarding major sources of ongoing revenues are included below.

GENERAL PROPERTY TAXES

The majority of the County's General Fund revenue is generated through General Property Taxes, which refers to tax revenues received directly from taxpayers, such as taxes on real estate and personal property. In FY19, Hanover expects to receive $159.3M in general property taxes; an increase of $7.0M or 4.6% from FY18. This change is due primarily to increases in the valuation of real and property.

Real Property Taxes are budgeted to increase $4.2M or 3.9% over FY18. Assumptions for the 2019 taxable year are a 2.5% increase in reassessments and 1.8% growth. There is no change in the tax rate. Real Property Taxes include $180,000 of incremental revenue generated by the Lewistown Community Development Authority (CDA), which will be transferred to the Lewistown CDA Fund upon receipt.

Personal Property Taxes in FY19 are estimated to generate $51.4M. The revenue reflected below increases $2.6M or 7.7% due to growth in the tax base. There is no change in the tax rate. An additional $15.0M of Personal Property Tax Relief paid to the County from the State is classified as Non-Categorical State Aid.

	FY17 Actual	FY18 Budget	FY19 Budget
Delinquent Taxes	1,249,112	1,426,400	1,432,200
Interest	376,835	437,200	400,000
Machinery & Tools Tax	1,812,144	1,830,000	1,800,000
Merchants Capital Tax	1,359,719	1,420,000	1,500,000
Mobile Home Tax	25,712	25,000	25,000
Penalties	676,138	600,000	650,000
Personal Property Taxes	31,608,063	33,800,000	36,400,000
Public Service Tax	4,960,949	5,100,000	5,200,000
Real Property Taxes	102,529,731	107,700,000	111,900,000

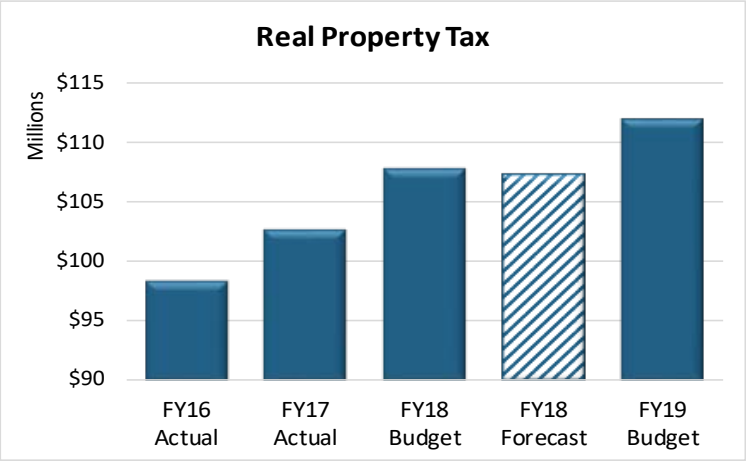
General Fund Revenue Information

Real Property Tax

The *Code of Virginia* §§ 58.1-3200 through 58.1-3389, authorizes localities to levy taxes on the assessed value of real estate property owned by businesses, individuals and public service corporations. Real property is defined as land and improvements, including buildings, and other structures.

Section §58.1-3201 provides that all general reassessments or annual assessments shall be at 100% of fair market value. The projection of real property tax revenue is contingent upon the accuracy of estimates of the real property tax base. In developing these estimates, the County Assessor incorporates a combination of factors, including historical trends, the current year's tax base, the cumulative effect of parcel reassessments, the value of land in the County's land use program and an estimate of new construction during the upcoming year. The Assessor's Office appraises all real property annually.

The Board of Supervisors adopted an ordinance allowing property tax relief for elderly and permanently disabled persons. The applicant for tax relief must be either disabled or not less than 65 years of age and must be the owner of the property for which relief is sought. The property must be the sole dwelling of the applicant. The maximum income level is $50,000 and maximum net worth is $200,000 (excluding the value of the house and up to ten (10) acres of land), with no maximum discount.



Real Property Taxes are levied in April and are collected semi-annually on June 5th and October 5th. Supplemental prorated levies are performed throughout the year for construction occurring during the year.

The budget includes a countywide real property tax rate of $0.81 per $100 of assessed value. This rate has remained unchanged since 2007.

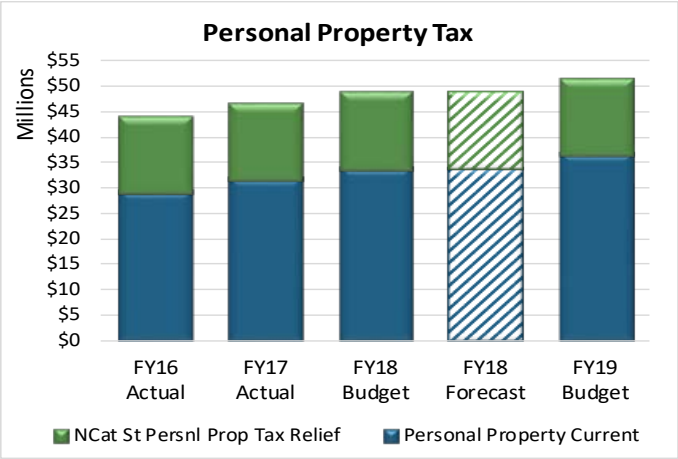
Personal Property Tax

Pursuant to the *Code of Virginia* §§ 58.1-3500 through 58.1-3536, counties may levy a tax on tangible personal property. Included in this category are such items as motor vehicles, farming equipment and a variety of motorized vehicles including boats, aircraft, recreational vehicles, campers and trailers. Taxes are levied on 100% of trade-in assessed value, which are based on published market guides. Personal Property Tax projections incorporate historical analysis, estimates of future growth and information regarding tangible property market values.

Hanover County prorates the Personal Property Tax on vehicles (not including boats). The County also has an incentive program to recognize the contributions of fire and rescue squad volunteers, providing tax relief of 50% on the primary vehicle used by volunteers. In November 2006, the Board of Supervisors established a separate classification for disabled veterans, providing 50% tax relief. Hanover County also offers a discount for vehicles with high mileage.

In 1999, the State began a phased reduction of Personal Property Taxes on the first $20,000 in value of private vehicles. In 2004, the reduction was held to 70% of the tax eliminated, with the foregone

revenue reimbursed to localities from the State. In FY07, the State's reimbursement to localities was capped at $950 million. The payments from the State are a fixed sum that represent Hanover's pro-rata share of the total State reimbursement. The actual percent relief to be applied to the taxpayer's bill is quantified in September of each year. The 52% State relief for 2017 decreased 1% from 2016.



The current tax rate is $3.57 per $100 of value and is collected annually on February 5th of the subsequent year. The rate for airplanes is $0.50 per $100 of assessed value.

Public Service Corporation Taxes

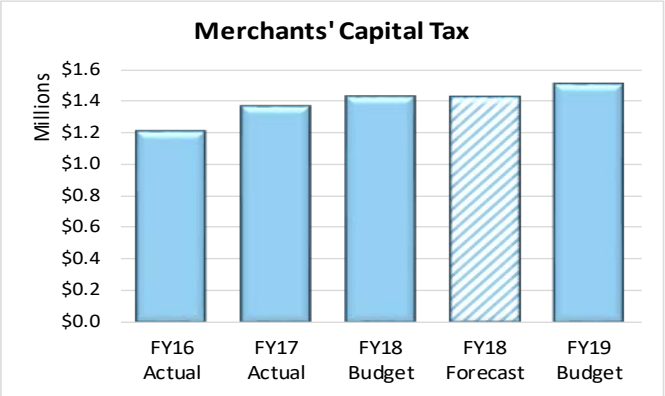
Public Service Corporation Taxes are the real estate and personal property tax due from companies whose purpose is to provide utilities for the public. An example is a railroad line or telephone company. The County receives annual assessments from the State Corporation Commission (SCC) and the Department of Taxation. The County's real and personal property tax rates are applied to these assessments.

Machinery & Tools Tax

Pursuant to the *Code of Virginia* § 58.1-3507, certain machinery and tools, such as those used for manufacturing, mining, processing, radio/television broadcasting, dairy and laundry/dry cleaning, are segregated for local taxation. The original cost of the machinery and tools, plus installation, is reported to the Commissioner of the Revenue whereby an assessment ratio of 10% is applied to determine the assessed value for the tax levy.

Merchants' Capital Tax

The *Code of Virginia* §§ 58.1-3509 and 58.1-3510, provides that localities may impose a local tax on merchants' capital, which is defined as the inventory of stock on hand, daily rental of passenger cars, daily rental property and all other tangible personal property. An assessment ratio of 10% is applied to determine the assessed value for the tax levy.



Penalties & Interest

Penalties and Interest are charges assessed for paying a bill after the due date. The assessed penalty charge is 2% if the tax amount is paid in full no later than the end of the month in which the tax is due and, if not paid in full, 10% on the total tax amount thereafter. Interest accumulates at a 10% annual rate.

General Fund Revenue Information

LOCAL NON-PROPERTY TAXES

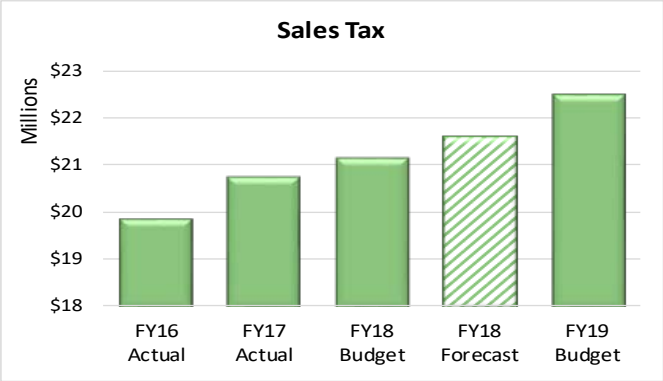
Hanover County collects substantial revenue from Local Non-Property Taxes, which includes a variety of local tax revenues independent of General Property Taxes such as Sales Tax, Lodging Tax and Recordation Tax. In addition to the major Local Non-Property Tax sources discussed in this section, other revenues are recorded in this category including Utility Franchise Licenses, Bank Stock Tax, Contractor's Licenses, Tax on Wills and Sales Tax on Mobile Homes. The anticipated increase of $1.8M or 5.7% from FY18 is due primarily to expected local sales tax growth

Local Sales Tax revenue is budgeted to increase 3.0% from the current year projected collections. As a result, the FY19 budget increases $1.3M or 6.3% from the FY18 budget.

	FY17 Actual	FY18 Budget	FY19 Budget
Communications Tax	4,699,086	4,580,000	4,410,000
Consumer Utility Tax	1,939,939	1,880,000	1,974,000
Local Sales Tax	20,732,349	21,114,000	22,450,000
Lodging Tax	1,019,696	1,030,000	1,120,000
Recordation Tax	2,365,162	2,150,000	2,400,000

Local Sales Tax

The largest single item in this revenue category is Local Sales Tax. The County receives 1% of the Commonwealth's 5.3% sales tax on all local sales, which is collected by merchants and remitted through the Commonwealth to Hanover. Pursuant to Virginia Code §58.1-605, the County currently remits 4.84% of that amount to the Town of Ashland.



Local Sales Tax revenue is budgeted at $22.4M in FY19. This includes $300,000 of incremental revenue generated by the Lewistown CDA.

Retail Trade is the largest classification of the County's FY17 taxable sales:

Classification	FY17 Taxable Sales (as % of total)
Retail Trade	53.2%
Wholesale Trade	14.0%
Recreation/Food Services	11.5%
Manufacturing	5.9%
Professional Services	4.7%
Construction	4.3%
Non-classified	3.4%
Other Nonprofessional Services	2.5%
Agriculture	0.5%

General Fund Revenue Information

Communications Tax

Legislation enacted during the 2006 General Assembly session considerably changed the manner in which taxes are levied on communications services. This tax, effective January 1, 2007, replaced local communications taxes and fees with a uniform 5% tax per month on all telecommunications services as well as a uniform 911 fee of $0.75 per line per month. Satellite television and voice over internet telephone service are also subject to the 5% tax.

Recordation Tax

Section § 58.1-3800 of the *Code of Virginia* authorizes localities to impose a Recordation Tax on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that are required to be admitted as matters of record to the Clerk of the Circuit Court. Amounts are collected by the Clerk of the Circuit Court and are equal to one-third of the amount of the State recordation tax.

Consumer Utility Tax

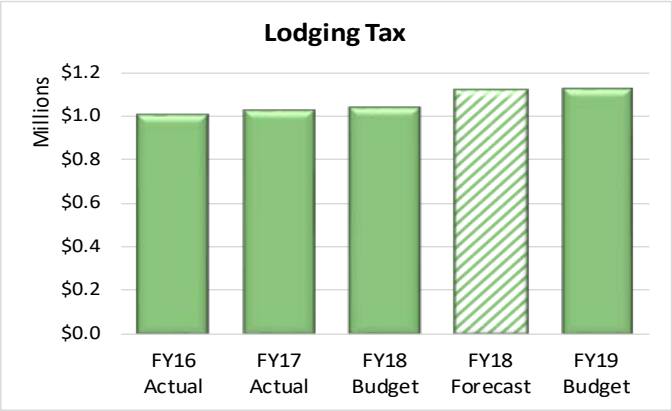
The *Code of Virginia* §58.1-3814 authorizes localities to impose a tax on the consumers of public utilities. This tax is applied to all gas and electric service recipients, both residential and nonresidential, within the County excluding the Town of Ashland, which has a separate utility tax for Ashland residents. Consumers pay these taxes on a monthly basis to their service provider, who then remits the tax to the County.

For electric service, the tax is $1.40 per month plus $0.014853 per kilowatt hour (kWh) delivered monthly to residential purchasers and $2.29 per month plus $0.022188 per kWh delivered monthly to non-residential purchasers, with a maximum tax per month of $3.00 for any purchaser, except in the case of master metered dwelling units, including but not limited to apartments, condominiums and trailers. For master metered dwelling units, the maximum tax per month shall not exceed the number of units multiplied by $3.00.

For gas service, the tax is $1.98 per month plus $0.1624 per cubic feet (CCF) delivered monthly to residential purchasers and $2.58 per month plus $0.1356 per CCF delivered monthly to non-residential purchasers. The maximum tax per month for any purchaser shall be $3.00 except in the case of master metered dwelling units, which the maximum tax shall not exceed the number of units multiplied by $3.00.

Lodging Tax

The Lodging Tax is a tax levied on the amount paid for lodging to any motel, hotel, travel campground or boardinghouse by or for any person who obtains lodging for a period of thirty (30) consecutive days or less. The tax is 8% of the amount paid for lodging, including the cost of all services provided when furnished with such space or room for a unit price. The tax is collected by the seller at the time the payment for lodging is made. The taxes collected during each month are remitted by each seller on or before the twentieth (20th) day of the following calendar month.



General Fund Revenue Information

Lodging Tax is transmitted to the Greater Richmond Convention Center Authority and forms the basis for a 25% refund for Hanover's contribution to the Richmond Convention Center. The refund is recorded under recovered costs.

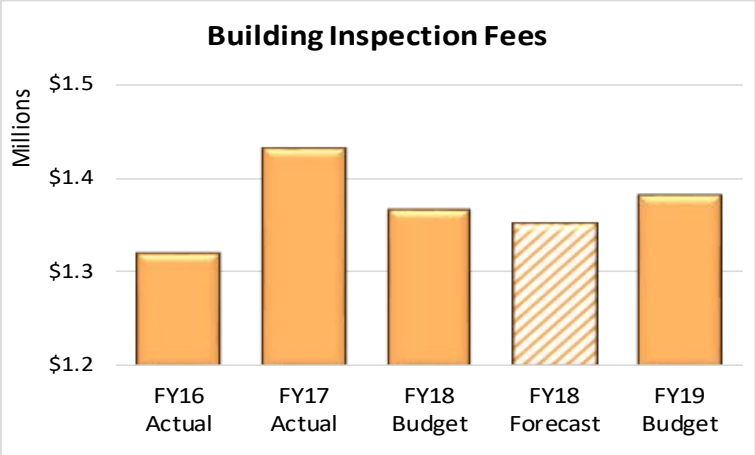
PERMITS, FINES & USE OF MONEY

Permits, Fines & Use of Money revenue categories are expected to remain substantially flat from FY18.

	FY17 Actual	FY18 Budget	FY19 Budget
Fines & Forfeitures	1,033,165	995,125	1,042,400
Permits Fees & Licenses	2,192,795	2,172,900	2,145,000
Use of Money & Property	564,297	864,000	830,800

PERMITS, PRIVILEGE FEES AND REGULATORY LICENSES

This revenue category includes revenues collected from Permits, Privilege Fees and Regulatory Licenses required by the County. These fees are collected to help defray the cost of certain services provided by the County, such as processing applications for land use, code inspections and zoning adjustments.



Planning Permits & Fees include all land use application fees and charges for service and materials such as documents for sale. These fees are used to recover a percentage of the costs associated with the processing, reviewing and advertising of applications as well as the inspection of their respective projects.

Building Inspection Fees include building, mechanical, electrical and plumbing permits. These permit fees are collected to defray the costs of code compliance plan reviews, field inspections and administrative costs associated with construction of buildings and structures; mechanical installations such as HVAC, gas installations and fire protection systems; electrical installations and alarm systems; and plumbing installations.

FINES & FORFEITURES

Fines and Forfeitures include revenue received as a result of violations of County criminal ordinances. The Clerk of the Circuit Court assesses fines and forfeitures for violations of County criminal ordinances. The Circuit Court transmits money collected in the General District Court in addition to money collected in the Circuit Court. Revenues under this category also include interest collected on fines that are past due, court-appointed attorney fees and courthouse security fees.

USE OF MONEY & PROPERTY

Revenues from Use of Money & Property are received through rental income and interest on investments.

General Fund Revenue Information

CHARGES FOR SERVICES

Charges for Services are revenues received by the County for services provided. Revenue for medical care provided by the Community Services Board ($3.0M) and EMS Services ($2.5M) account for 73% of the overall total. Other revenues within this category are of lesser value and include, but are not limited to, parks and recreation fees, landfill fees, radio system access charges and cannery fees. This category is expected to experience a slight increase of 2.4% in FY19. Many of the individual revenue increases within this category were offset by a nearly 50% reduction in projected contract tonnage revenue relative to the transfer station hauling contract.

	FY17 Actual	FY18 Budget	FY19 Budget
Charges for Services	4,045,834	4,076,520	3,821,500
Court-Related Services	144,849	110,000	135,000
EMS Services	2,847,706	2,200,000	2,500,000
Landfill	497,442	476,500	476,500
User Fees	555,524	498,000	605,740

Charges for Services

The Community Services Board charges clients and insurance (including Medicaid) for eligible services such as case management, outpatient therapy, crisis, day support, transportation and intensive community treatment. Transfer station hauling, radio system access and other charges are also included in this category.

EMS Services

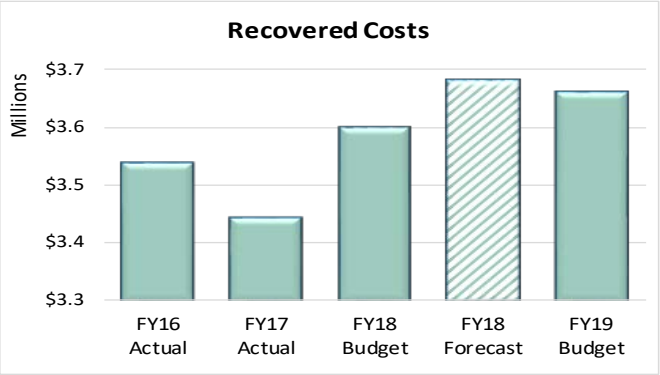
In March 2005, the County established an EMS Fee Recovery Program that leverages funding from Medicare/Medicaid and insurance companies for ambulance transports. Projections are based on the average number of transports, the service rate and collection rates.

RECOVERED COSTS & MISCELLANEOUS

	FY17 Actual	FY18 Budget	FY19 Budget
Miscellaneous	1,025,564	1,174,500	1,222,783
Recovered Costs	3,445,940	3,601,386	3,662,629

RECOVERED COSTS

A large portion of this revenue category is attributed to recovered costs from Public Utilities. Revenues are received from the Public Utilities Fund and Pamunkey Regional Jail in exchange for services from County departments such as Information Technology, Finance and Human Resources. In addition, a service assessment charge is imposed on Public Utilities for law enforcement, fire protection and emergency medical services.



General Fund Revenue Information

The County also receives an annual refund for its contribution to the Greater Richmond Convention Center Authority. The revenue assumption is based on 25% of the Lodging Tax plus anticipated rebates for any revenues exceeding costs.

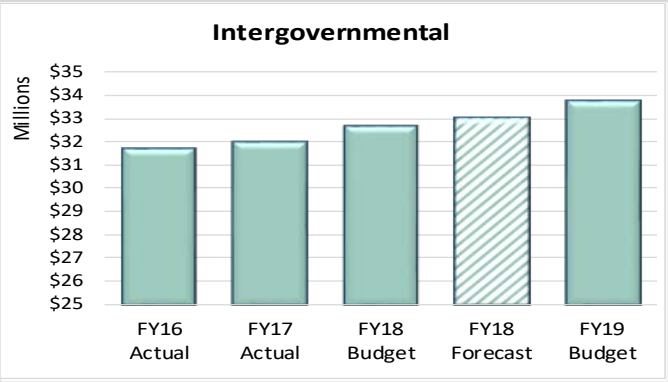
MISCELLANEOUS

Miscellaneous revenue is comprised of refunds and revenue received by departments not classified elsewhere. As examples, sale of assets, revenues from the Tomato Festival, insurance recoveries and donations are included under this category.

INTERGOVERNMENTAL

Intergovernmental revenues consist of Federal and State Aid. State Aid is divided into three (3) categories: Non-Categorical State Aid, Categorical State Aid and State Share of Local Offices.

Federal and State Categorical Aid contain grants earmarked for specific uses and are tightly restricted. Funding is generally granted on a project-by-project basis.



Public Safety grants and disaster recovery relief may be awarded throughout the year. The potential funding is not reflected in the fiscal year budget; however, these amounts are included in the fiscal year actuals, when applicable.

In FY19, intergovernmental revenues have a budgeted increase of $1.1M or 3.3% from the prior year. This is due primarily to a $0.7M increase in Categorical State Aid under the Children's Services Act.

	FY17 Actual	FY18 Budget	FY19 Budget
Categorical Federal Aid	3,875,272	4,042,090	4,287,037
Categorical State Aid	7,454,447	7,795,503	8,620,234
Non-Categorical State Aid	15,390,161	15,302,000	15,302,000
State Share of Local Offices	5,260,008	5,471,000	5,478,000

STATE SHARE OF LOCAL OFFICES

State Share of Local Offices is a type of shared revenue and consists of State funding for programs that benefit both the County and the State. The State Compensation Board provides funding for the departments with constitutional officers to provide a partial reimbursement for the cost of salaries, benefits and office expenses. The County supplements these funds. These departments include the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer. The State Board of Elections provides partial funding for the Registrar.

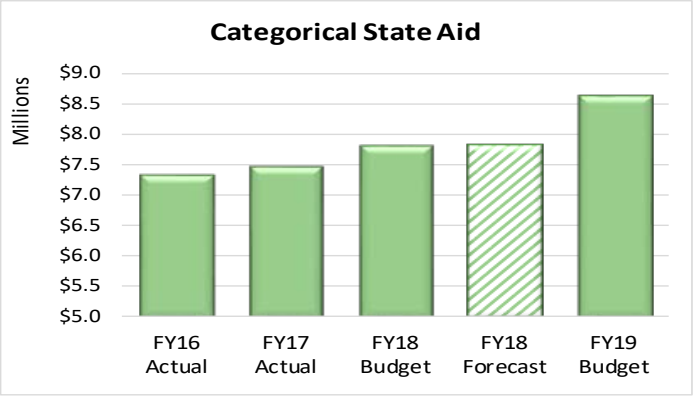
NON-CATEGORICAL STATE AID

Non-Categorical State Aid tends to be reasonably predictable. Vehicle Rental Tax and the Personal Property Tax Relief Program are included in this category. As mandated by the State in FY01, the State's portion of the Personal Property Tax Relief Program, mentioned above, is classified as reimbursement

from the State as Non-Categorical State Aid. The County receives a pro-rata share of $950 million of relief to be distributed statewide. This tax relief amount is $15.0M and is expected to remain constant in future years.

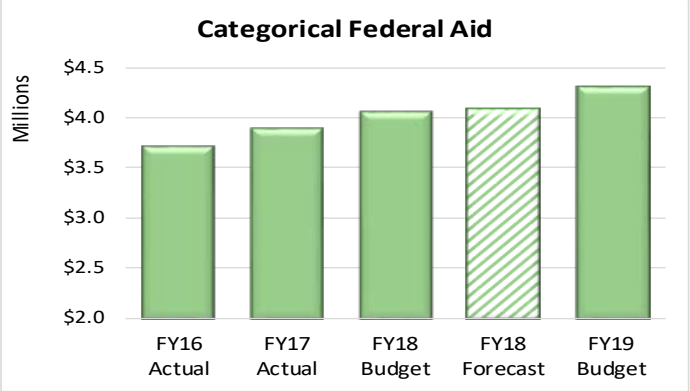
CATEGORICAL STATE AID

Categorical State Aid is predominately support for human services and public safety grants. The Social Services Department receives state funding for a variety of purposes, including assistance for needy families. The Community Services Board receives funding for many programs, including crisis, case management, outpatient therapy, medication supports, intensive community treatment and substance abuse treatment. The Children's Services Act receives Categorical State Aid for providing services for youth mandated by State Code.



CATEGORICAL FEDERAL AID

Categorical Federal Aid primarily consists of federal funding for human services programs provided by Social Services and the Community Services Board, as well as grants for Public Safety departments.



The Social Services Department has multiple programs from which it receives federal funding, including Virginia's Temporary Assistance for Needy Families (TANF) Program. The purpose of TANF is to provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives and end the dependence of needy parents on government benefits by promoting job preparation.

The Community Services Board receives grants for certain programs such as outpatient therapy and alcohol/drug treatment.

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General Fund Departmental Appropriations

Capital projects are segregated as to function in the Capital Improvements Program (CIP) section. Transfers Out include all funds transferred from the General Fund to the Schools, Airport, Debt Service, Lewistown Commerce Center Community Development Authority (CDA) and CIP funds.

	FY17 Actual	FY18 Budget	FY19 Budget	Dollar Change	Percent Change
Salaries & Fringe Benefits	79,592,681	84,296,825	87,374,532	3,077,707	3.7%
Operating	36,325,667	41,582,101	42,642,155	1,060,054	2.5%
Capital Outlay	2,947,058	2,865,160	3,021,200	156,040	5.4%
Transfers Out	111,033,194	112,444,838	119,348,645	6,903,807	6.1%
Grand Total	**229,898,600**	**241,188,924**	**252,386,532**	**11,197,608**	**4.6%**

	FY17 Actual	FY18 Budget	FY19 Budget	Dollar Change	Percent Change
Community Development	**4,526,380**	**4,823,501**	**4,952,771**	**129,270**	**2.7%**
Community Support	**1,496,547**	**1,538,311**	**1,641,965**	**103,654**	**6.7%**
Economic Development	**1,020,271**	**1,124,047**	**1,070,976**	**(53,071)**	**-4.7%**
Planning	**1,830,308**	**1,971,756**	**2,044,366**	**72,610**	**3.7%**
Soil & Water Conservation	**97,000**	**99,910**	**102,907**	**2,997**	**3.0%**
VA Cooperative Extension	**82,254**	**89,477**	**92,557**	**3,080**	**3.4%**
General Government	**14,668,996**	**15,621,253**	**16,059,406**	**438,153**	**2.8%**
Assessor	**998,196**	**1,107,070**	**1,147,392**	**40,322**	**3.6%**
Board of Supervisors	**525,433**	**573,887**	**584,085**	**10,198**	**1.8%**
Commissioner of the Revenue	**1,402,471**	**1,501,720**	**1,568,211**	**66,491**	**4.4%**
County Administrator	**1,204,285**	**1,287,236**	**1,314,807**	**27,571**	**2.1%**
County Attorney	**1,136,880**	**1,195,867**	**1,193,005**	**(2,862)**	**-0.2%**
Finance & Management Services	**1,830,737**	**1,951,314**	**2,004,887**	**53,573**	**2.7%**
Human Resources	**1,127,392**	**1,133,906**	**1,197,344**	**63,438**	**5.6%**
Information Technology	**4,266,938**	**4,583,383**	**4,630,317**	**46,934**	**1.0%**
Internal Audit	**270,530**	**307,343**	**314,111**	**6,768**	**2.2%**
Registrar	**497,579**	**434,506**	**494,187**	**59,681**	**13.7%**
Treasurer	**1,408,555**	**1,545,021**	**1,611,060**	**66,039**	**4.3%**
Human Services	**22,093,541**	**23,926,097**	**25,809,598**	**1,883,501**	**7.9%**
Children's Services Act	**4,267,171**	**4,585,000**	**5,829,000**	**1,244,000**	**27.1%**
Community Resources	**373,222**	**389,196**	**415,881**	**26,685**	**6.9%**
Community Services Board	**10,067,978**	**10,918,110**	**11,276,308**	**358,198**	**3.3%**
Health	**574,000**	**584,000**	**619,177**	**35,177**	**6.0%**
Social Services	**5,163,107**	**5,791,491**	**5,854,232**	**62,741**	**1.1%**
Tax Relief	**1,648,063**	**1,658,300**	**1,815,000**	**156,700**	**9.4%**
Judicial Administration	**5,983,219**	**6,168,733**	**6,606,004**	**437,271**	**7.1%**
Circuit Court	**198,459**	**288,862**	**315,586**	**26,724**	**9.3%**
Clerk of the Circuit Court	**1,368,357**	**1,405,700**	**1,449,150**	**43,450**	**3.1%**
Commonwealth's Attorney	**1,815,670**	**1,802,024**	**1,974,707**	**172,683**	**9.6%**
Court Services	**2,489,952**	**2,548,641**	**2,746,080**	**197,439**	**7.7%**

General Fund Departmental Appropriations

	FY17 Actual	FY18 Budget	FY19 Budget	Dollar Change	Percent Change
General District Court	**89,261**	**93,483**	**93,806**	**323**	**0.3%**
Juve & Domestic Relations Crt	**18,212**	**27,050**	**23,400**	**(3,650)**	**-13.5%**
Magistrate	**3,308**	**2,973**	**3,275**	**302**	**10.2%**
Nondepartmental	**462,180**	**2,367,716**	**1,918,706**	**(449,010)**	**-19.0%**
Nondepartmental	**462,180**	**2,367,716**	**1,918,706**	**(449,010)**	**-19.0%**
Personnel Category Adjustment	462,180	328,773	140,000	(188,773)	-57.4%
Reserve for Contingencies	-	1,463,943	1,203,706	(260,237)	-17.8%
Reserve for Revenue Transfers	-	575,000	575,000	-	0.0%
Parks, Recreation & Cultural	**6,135,117**	**6,217,700**	**6,473,639**	**255,939**	**4.1%**
Pamunkey Regional Library	**2,691,890**	**2,708,296**	**2,765,714**	**57,418**	**2.1%**
Parks & Recreation	**3,443,227**	**3,509,404**	**3,707,925**	**198,521**	**5.7%**
Public Safety	**54,783,663**	**58,551,677**	**60,074,518**	**1,522,841**	**2.6%**
Animal Control	**951,046**	**1,005,762**	**1,106,605**	**100,843**	**10.0%**
Building Inspections	**1,406,307**	**1,578,807**	**1,562,750**	**(16,057)**	**-1.0%**
Community Corrections	**498,355**	**509,015**	**528,638**	**19,623**	**3.9%**
Emergency Communications	**5,186,822**	**5,607,531**	**5,745,931**	**138,400**	**2.5%**
Fire-EMS	**17,520,784**	**18,777,532**	**20,054,120**	**1,276,588**	**6.8%**
Juvenile Court Services	**507,605**	**570,582**	**548,380**	**(22,202)**	**-3.9%**
Pamunkey Regional Jail	**5,529,640**	**6,160,000**	**5,343,000**	**(817,000)**	**-13.3%**
Sheriff	**23,183,104**	**24,342,448**	**25,185,094**	**842,646**	**3.5%**
Public Works	**10,212,310**	**11,067,409**	**11,143,245**	**75,836**	**0.7%**
General Services	**4,111,709**	**4,618,778**	**4,645,876**	**27,098**	**0.6%**
Public Works	**1,836,617**	**1,897,746**	**1,928,479**	**30,733**	**1.6%**
Public Works Operations	**4,263,984**	**4,550,885**	**4,568,890**	**18,005**	**0.4%**
Grand Total	**118,865,406**	**128,744,086**	**133,037,887**	**4,293,801**	**3.3%**

	FY17 Actual	FY18 Budget	FY19 Budget	Dollar Change	Percent Change
Transfer to Airport Fund	52,249	61,018	52,029	(8,989)	-14.7%
Transfer to CIP Assignments	2,646,000	2,200,000	600,000	(1,600,000)	-72.7%
Transfer to CIP County	7,746,766	5,288,400	6,989,000	1,700,600	32.2%
Transfer to CIP Schools	3,900,000	2,400,000	5,000,000	2,600,000	108.3%
Transfer to Debt Svc County	6,256,435	6,113,980	6,478,881	364,901	6.0%
Transfer to Debt Svc Schools	13,223,926	13,065,540	13,038,735	(26,805)	-0.2%
Transfer to Lewistown CDA	540,884	592,900	574,000	(18,900)	-3.2%
Transfer to Schools Operating	76,666,934	82,723,000	86,616,000	3,893,000	4.7%
Total Transfers	**111,033,194**	**112,444,838**	**119,348,645**	**6,903,807**	**6.1%**
Total Including Transfers	**229,898,600**	**241,188,924**	**252,386,532**	**11,197,608**	**4.6%**

Expenditure Information

The following expenditure information highlights changes in the budget. The purpose is to provide a summarized version of the manner in which the County's budget funds are allocated and other items illustrating how the County attempts to provide the services needed and desired by the citizens in an efficient and effective manner. The following areas are presented:

- **Employee Compensation and Benefits**
- **School Funds**
- **General Fund by Function**
- **Other Funds**
  - Public Utilities Funds
  - Airport Funds
  - Self-Insurance Fund
  - Economic Development Authority (EDA) Fund
  - Debt Service Fund

EMPLOYEE COMPENSATION AND BENEFITS

The Board of Supervisors has long recognized that competitive employee compensation is critical to the County's success. Recognizing that compensation is only one aspect of a quality work environment, the County has traditionally focused on employee development in addition to maintaining competitive compensation and benefits.

- The FY19 budget includes a 2% merit increase for all County and School employees.
- Health insurance, retirement and other benefits continue to be available to qualifying employees.
- The Department of Human Resources continues the practice of benchmarking County positions with equivalents in the region in order to keep Hanover County competitive in the marketplace.
- Career ladders have been developed for many positions in the County to recognize the advancing achievements of the workforce during their careers with the County. This budget includes continued funding of this employee program.
- The FY19 budget continues the tuition reimbursement program.

All departments and funds with personnel costs are impacted by the merit increase along with other benefit-related changes. Throughout the document, these impacts will be referred to more broadly as a "countywide compensation adjustment."

Expenditure Information: Schools

SCHOOL FUNDS

County and School staffs continue to enjoy a solid working relationship to ensure that funding is provided and managed to meet the challenges and opportunities that accompany a successful school community. Hanover County Public Schools consists of 25 schools throughout the County with a projected FY19 enrollment of 17,645 students.

	FY19 Budget	Dollar Change	Percent Change
School Funds	**192,947,093**	**4,465,394**	**2.4%**
Schools Operating Fund	185,303,478	4,310,804	2.4%
Food Services Fund	7,643,615	154,590	2.1%
Capital Funds	**10,000,000**	**2,952,000**	**41.9%**
School Improvements Fund	10,000,000	2,952,000	41.9%
Grand Total	**202,947,093**	**7,417,394**	**3.8%**

All funds with School employees are impacted by the countywide compensation adjustment. Complete detail of all school funds can be found in the School Board's FY18-19 Budget: http://hcps2.hanover.k12.va.us.

Schools Operating Fund

This fund is the primary operating fund for all education-related governmental activities. Revenues come primarily from General Fund transfers and state and federal aid.

Food Services Fund

This fund accounts for all of the operations of the school food services program. Revenues are generated from charges for services and state and federal aid.

School Improvements Fund

This fund controls the financing and construction of local educational facilities. The sources of funds for the FY19 budget are the transfer from the General Fund, long-term debt and use of assigned fund balance, which is a one-time funding source used for capital improvement projects. Regular school bus replacement and painting are planned for FY19 through FY23 and will be funded by the General Fund. Technology enhancements planned for FY19 through FY23 will be funded by a combination of transfer from the General Fund and fund balance assignment. Large-scale facility improvements and safety and security upgrades planned for FY19 through FY23 will be funded by a combination of low-interest debt funding within County debt capacity policies and transfer from the General Fund. One elementary school, funded with long-term debt, is slated for replacement with construction in FY23.

	Yr 1 Budget	Yr 2-5 Budget	Total 5-Year Budget
School Improvements Fund	**10,000,000**	**68,225,000**	**78,225,000**
Construction	-	35,700,000	35,700,000
Equipment	750,000	5,840,000	6,590,000
Facility Improvements	5,160,000	17,053,000	22,213,000
Technology	4,090,000	9,632,000	13,722,000

Expenditure Information: General Fund

GENERAL FUND BY FUNCTION

The General Fund is the primary operating fund from which nearly all County services receive their local funding. In addition to specific funding adjustments noted in other sections, the budget is prepared to accommodate service level changes with many areas of the County's operation being mandated by Federal or State law, for which budgetary control is always a challenge.

The following sections illustrate functions of the County. Under each functional area are the departmental budgets with the dollar and percentage change noted. A more complete description of a department's function and budget is presented on the departmental pages later in the document.

All departments with County employees are impacted by the countywide compensation adjustment.

PUBLIC SAFETY

	FY19 Budget	Dollar Change	Percent Change
Animal Control	1,106,605	100,843	10.0%
Building Inspections	1,562,750	(16,057)	-1.0%
Community Corrections	528,638	19,623	3.9%
Emergency Communications	5,745,931	138,400	2.5%
Fire-EMS	20,054,120	1,276,588	6.8%
Juvenile Court Services	548,380	(22,202)	-3.9%
Pamunkey Regional Jail	5,343,000	(817,000)	-13.3%
Sheriff	25,185,094	842,646	3.5%

Animal Control

The budget increase includes Service Level Plan funding for one (1) Animal Control Field Supervisor position including a vehicle for the new position and two (2) mobile data computers.

Building Inspections

The budget decrease is due primarily to reductions in vehicle gas and maintenance/software contracts, as well as the expiration of one-time funding in FY18. The Service Level Plan includes one-time funding for a large document scanner.

Community Corrections

The budget increase includes funding for a fee-supported Adult Drug Court program.

Emergency Communications

The budget increase includes Service Level Plan funding for one (1) full-time Communications Officer position, additional funding for part-time non-benefited Communications Officers, two (2) dispatch center UPS (Uninterruptable Power Supply) battery replacements and three (3) monitors for the dispatch floor, as well as recurring funding for UPS and battery replacement at tower sites. It also includes increases in funding for maintenance service contracts and software services that are partly offset by the expiration of one-time funding in FY18.

Expenditure Information: General Fund

Fire/EMS

The budget increase includes nine (9) grant-funded Firefighter Medic positions added mid-year in FY18. It also includes recurring Service Level Plan funding for three (3) Firefighter Medic positions and two (2) Lieutenant positions. Additionally, there is one-time Service Level Plan funding for thirteen (13) sets of personal protective equipment, training center improvements, two (2) sets of heavy rescue extrication equipment, hazmat/vehicle supplies, twenty-four (24) rapid intervention packs, vehicle replacement, nine (9) mobile data computers and one (1) bathroom trailer replacement.

The budget includes increased funding for fleet vehicle and power equipment supplies, protective clothing, small capital outlay and professional services.

Juvenile Court Services

The budget decreases primarily because of reduced costs to house juvenile offenders who are placed at the Merrimac Juvenile Detention Center, an adjustment to contractual services used for juvenile offenders with a lower level of detention and a reduction in requested part-time non-benefited support.

Pamunkey Regional Jail

The budget reflects the per diem cost ($46.47 per day) to house inmates as part of the County's participation in the Jail. The per diem rate decreased $7.08 for FY19. The decrease is due to the Jail using its Restricted Debt Service fund balance to make the final FY19 construction bond payment instead of billing the County for its portion as in prior fiscal years.

Sheriff

The budget increase includes Service Level Plan funding for five (5) Deputy Sheriff positions including vehicles, and one-time funding for twenty-eight (28) Tasers and five (5) tactical vests. Capital items from the Service Level Plan include forty-five replacement vehicles and thirty-five (35) replacement mobile data computers, as well as other items.

HUMAN SERVICES

	FY19 Budget	Dollar Change	Percent Change
Children's Services Act	5,829,000	1,244,000	27.1%
Community Resources	415,881	26,685	6.9%
Community Services Board	11,276,308	358,198	3.3%
Health	619,177	35,177	6.0%
Social Services	5,854,232	62,741	1.1%
Tax Relief	1,815,000	156,700	9.4%

Children's Services Act (CSA)

FY18 expenses are forecasted to exceed budget. This increased baseline was used to formulate the budget increase for FY19. Both General Fund and Intergovernmental revenues increase accordingly.

Expenditure Information: General Fund

Community Resources

The budget increase includes Service Level Plan funding for a 0.5 FTE Senior Services Specialist position. Increases for software services, fees and miscellaneous charges and non-cyclical computer equipment replacement are primarily offset by the expiration of one-time funding in FY18.

Community Services Board (CSB)

The budget increase includes four (4) positions added mid-year in FY18. This is partly offset by a decrease from funding client assistance at a level that is in line with actual spending.

Health Department

The Health Department represents a stand-alone State function for which the County's share changes in proportion to State funding of this service. Funding is predominantly through a cooperative agreement with the Virginia Department of Health in which Hanover pays 45% of the allotted general funds designated to the Health Department's budget.

Social Services

The Service Level Plan for this department adds one-time Operating funding for Laserfiche implementation, equipment and additional licenses. The budget also reflects the expiration of one-time funding in FY18.

Tax Relief

The budget increase is based on growth of the value of property in the program and participants that qualify for a higher tier of relief.

GENERAL GOVERNMENT

	FY19 Budget	Dollar Change	Percent Change
Assessor	1,147,392	40,322	3.6%
Board of Supervisors	584,085	10,198	1.8%
Commissioner of the Revenue	1,568,211	66,491	4.4%
County Administrator	1,314,807	27,571	2.1%
County Attorney	1,193,005	(2,862)	-0.2%
Finance & Management Services	2,004,887	53,573	2.7%
Human Resources	1,197,344	63,438	5.6%
Information Technology	4,630,317	46,934	1.0%
Internal Audit	314,111	6,768	2.2%
Registrar	494,187	59,681	13.7%
Treasurer	1,611,060	66,039	4.3%

Assessor

The budget increase includes increased funding for assessment notices and new ongoing software maintenance costs associated with the FY18 purchase of a Field Data Collection System. These increases are partly offset by the expiration of one-time funding in FY18.

Expenditure Information: General Fund

Board of Supervisors

The budget includes a compensation increase for the Board of Supervisors. The increase is also due to a $33,700 adjustment to cover costs associated with a change in publication advertising. This increase is partly offset by the expiration of one-time funding in FY18.

Commissioner of the Revenue

The budget increase includes Service Level Plan funding to turn part-time non-benefited funding into one (1) full-time Tax Revenue Specialist. The budget also includes an increase to software services for the CIP-funded County Revenue Management System being purchased in FY18. This increase is partly offset by the expiration of one-time funding in FY18. The full cost of the new position will be covered with revenue received from DMV Select services.

County Administrator

The budget increase includes Service Level Plan funding to turn non-benefited part-time funding to a 0.7 FTE Public Information Specialist position.

County Attorney

The budget decrease is due primarily to reductions in funding for printing and binding, professional services and small capital outlay.

Finance & Management Services

The budget includes an increase from a vacancy being filled above grade minimum, a decrease due to ending support for legacy financial systems after the successful transition to a new system and Service Level Plan recurring funding for software system change management.

Human Resources

The budget increase includes Service Level Plan funding for one (1) Human Resources Coordinator II position. The increase is partly offset by a reduction in professional services for consultants.

Information Technology

The expiration of one-time funding in FY18 is largely offset by Service Level Plan funding of one-time costs for security management and analysis software.

Internal Audit

The budget includes increases in temporary assistance for technology audits and one-time funding for non-cyclical computer equipment replacements.

Registrar

The budget includes an increase from a vacancy being filled above grade minimum, a decrease due to the expiration of one-time funding in FY18 and increases in funding for mileage reimbursement and educational training. The Service Level Plan adds one-time funding for twenty (20) ADA voting machines and twenty (20) electronic poll books.

Treasurer

The budget includes an increase to software services for the new CIP-funded County Revenue Management System being purchased in FY18.

Expenditure Information: General Fund

JUDICIAL ADMINISTRATION

	FY19 Budget	Dollar Change	Percent Change
Circuit Court	315,586	26,724	9.3%
Clerk of the Circuit Court	1,449,150	43,450	3.1%
Commonwealth's Attorney	1,974,707	172,683	9.6%
Court Services	2,746,080	197,439	7.7%
General District Court	93,806	323	0.3%
Juve & Domestic Relations Crt	23,400	(3,650)	-13.5%
Magistrate	3,275	302	10.2%

Circuit Court

A fee in support of the public law library has been reassigned from the Clerk of the Circuit Court for FY19. The budget increase includes the use of planned surpluses from prior year collection of that fee to improve the public law library.

Clerk of the Circuit Court

The budget increase includes Service Level Plan funding for additional part-time non-benefited Deputy Clerk hours. The budget also includes Service Level Plan recurring funding for book conservation.

Commonwealth's Attorney

The budget increase includes Service Level Plan funding for one (1) Assistant Commonwealth's Attorney position and an allotment for FY18 career ladder increases. This is partly offset by a reduction in grant-funded equipment purchases.

Court Services

The budget increase includes Service Level Plan funding for one (1) Sergeant position including a vehicle and a salary benchmark adjustment for Court Bailiffs. One-time capital items from the Service Level Plan include six (6) replacement vehicles and an Automated External Defibrillator (AED).

General District Court

The budget increase is due primarily to increased funding for books & subscriptions and educational training. This increase is partly offset by reductions in funding for lease & rentals equipment and small capital outlay.

Juvenile & Domestic Relations Court

The budget decrease is due primarily to savings in telecommunications costs in the new Courthouse and an adjustment for lower-than-expected copier maintenance.

Magistrate

The budget increase is due primarily to increased funding for office supplies.

Expenditure Information: General Fund

PUBLIC WORKS

	FY19 Budget	Dollar Change	Percent Change
General Services	4,645,876	27,098	0.6%
Public Works	1,928,479	30,733	1.6%
Public Works Operations	4,568,890	18,005	0.4%

General Services

The budget includes an increase for part-time non-benefited Account Clerk support and a decrease from in heating and electrical services. The budget also includes Service Level Plan recurring funding for additional County facility maintenance and Courthouse audio-visual system maintenance. One-time capital items from the Service Level Plan include lift posts for vehicle maintenance and mobile data computers.

Public Works

The budget includes decreases in office supplies, vehicle gas, printing, training services and postage. These decreases are partly offset by increases in uniforms and wearing apparel, software services, package insurance and motor vehicle insurance.

Public Works Operations

The budget increase includes Service Level Plan funding for the reclassification of a Solid Waste Operator from 0.5 to 0.6 FTE. There is a significant decrease due to the transfer station hauling contract and decrease in contract tonnage. This decrease is partly offset by increased funding for contractual services, repair and maintenance services, professional services and fleet vehicle and power equipment supplies. One-time capital items from the Service Level Plan include environmental improvement structures, compactor systems, a zero turn mower and six (6) roll off containers.

PARKS, RECREATION AND CULTURAL

	FY19 Budget	Dollar Change	Percent Change
Pamunkey Regional Library	2,765,714	57,418	2.1%
Parks & Recreation	3,707,925	198,521	5.7%

Pamunkey Regional Library

The budget includes increases to Hanover branch costs and shared services.

Parks & Recreation

The budget includes additional funding for part-time non-benefited staffing associated with youth summer programs. This increase is partly offset by savings due to staff turnover. There is also increased funding for contractual services, small capital outlay, other operating supplies and agricultural supplies. One-time capital items from the Service Level Plan including two (2) commercial mower replacements, one (1) flex wing cutter 15' replacement, one (1) infield grooming machine and as well as other items.

Expenditure Information: General Fund

COMMUNITY DEVELOPMENT

	FY19 Budget	Dollar Change	Percent Change
Community Support	1,641,965	103,654	6.7%
Economic Development	1,070,976	(53,071)	-4.7%
Planning	2,044,366	72,610	3.7%
Soil & Water Conservation	102,907	2,997	3.0%
VA Cooperative Extension	92,557	3,080	3.4%

Community Support

The budget includes funding for fourteen (14) regional agencies and seven (7) Hanover agencies, with funding for the majority of agencies increasing slightly. The largest increase is for the Greater Richmond Convention Center Authority (GRCCA), driven by growth in receipts from the state lodging tax. Local agencies with increased funding include Hanover Habitat for Humanity, Hanover Tavern Foundation and Scotchtown.

Economic Development

The budget decrease includes savings due to staff turnover and the net result of multiple adjustments, including the addition of new software services and reductions to professional services and regional meetings.

Planning

The budget increase includes $100,000 from the expected addition of software services for the new CIP-funded Community Development System being purchased in FY18. This increase is partly offset by savings due to staff turnover.

Soil & Water Conservation District

The budget reflects the County's share for participating in the District, which serves residents in conservation planning and education.

Virginia Cooperative Extension

The budget reflects the County's share of participating in the State extension service (administered by Virginia Tech), which has been a valuable resource for local agribusiness and residents interested in horticulture, 4-H and other industry-related programs.

NONDEPARTMENTAL

	FY19 Budget	Dollar Change	Percent Change
Nondepartmental	121,267,351	6,454,797	5.6%

This category is comprised of General Fund transfers to other funds and appropriated reserves. Transfers to the Schools Operating Fund, capital improvements funds and other funds are detailed on the respective department pages.

Expenditure Information: General Fund

Per the County's financial policies, Reserve for Contingencies will be appropriated at an amount equal to at least 0.5% of the General Fund budget, net of capital improvement transfers. The budgeted amount ensures that this policy is adhered to throughout the Five-Year Plan. Reserve for Revenue Transfers maintains the same level of funding for revenues and expenditures to appropriate future grants, donations and insurance recoveries received that are not known at the time of budget adoption.

Expenditure Information: Other Funds

OTHER FUNDS

The following overview of Other Fund expenditures does not include every fund.

All funds with County employees are impacted by the countywide compensation adjustment.

PUBLIC UTILITIES FUNDS

	FY19 Budget	Dollar Change	Percent Change
Public Utilities CIP Fund	12,651,026	(4,562,692)	-26.5%
Public Utilities Fund	21,678,268	105,075	0.5%
Grand Total	**34,329,294**	**(4,457,617)**	**-11.5%**

The Department of Public Utilities is a self-supporting enterprise whereby the operations and capital expenditures are funded with revenues generated from customer user fees and one-time fees paid for capacity at the time of connection to the System. County General Fund tax dollars are not used to fund the operating or capital expenses of the System.

CIP projects for Public Utilities are included in a separate Public Utilities CIP Fund for enhanced internal reporting purposes.

Public Utilities Fund

The operating fund is an increase of 0.5% from the previous year's budget. User fees for water and sewer have been increased by 2.5% each. The combined residential bill for water and sewer will increase $18.72 annually for typical residential customers. Capacity fees will not increase in FY19. There are no changes in miscellaneous fees.

Public Utilities CIP Fund

Public Utilities' capital improvements focus is to ensure continued regulatory compliance, system reliability and meet the needs of its current customers. Public Utilities is in a position to support continued growth in areas with existing underutilized infrastructure. The FY19 CIP budget includes both renewal and replacement projects and system expansion projects. Included in the renewal and replacement projects is an anticipated $2.3 million joint capital cost payment to the City of Richmond.

	Yr 1 Budget	Yr 2-5 Budget	Total 5-Yr Budget
Public Utilities CIP Fund	**12,651,026**	**72,613,330**	**85,264,356**
Equipment	-	1,061,000	1,061,000
Utility Infrastructure	10,364,950	48,524,000	58,888,950
Utility Service Agreement	2,286,076	23,028,330	25,314,406

Expenditure Information: Other Funds

AIRPORT FUNDS

	FY19 Budget	Dollar Change	Percent Change
Airport CIP Fund	100,000	(4,492,667)	-97.8%
Airport Fund	376,219	2,432	0.7%
Grand Total	**476,219**	**(4,490,235)**	**-90.4%**

The Airport and Airport CIP Funds track the revenue, debt service, operating and capital transactions for this activity.

CIP projects for the Airport are included in a separate Airport CIP Fund for enhanced internal reporting purposes.

Airport Fund

The operating fund includes an increase related to electrical services.

Airport CIP Fund

FY19 capital improvements includes $100,000 to purchase a tractor. This project includes $50,000 of grant funding and $50,000 of use of planned surplus. Future projects planned from FY20 to FY23 include land acquisition, safety improvements, obstruction removal, a new terminal building and fuel tank replacement.

	Yr 1 Budget	Yr 2-5 Budget	Total 5-Yr Budget
Airport CIP Fund	**100,000**	**6,849,120**	**6,949,120**
Equipment	100,000	144,000	244,000
Facility Improvements	-	5,655,000	5,655,000
Land Acquisition	-	1,050,120	1,050,120

ECONOMIC DEVELOPMENT AUTHORITY (EDA) FUND

	FY19 Budget	Dollar Change	Percent Change
Economic Development Authority	65,395	(96,535)	-59.6%

This fund reflects revenues and expenditures associated with the issuance of tax-exempt industrial development revenue bonds to qualifying enterprises wishing to utilize that form of financing.

The budget is set based on the estimated volume of outstanding debt. Three (3) debt issuances were repaid in full in FY18, reducing Local Revenue. The accompanying decrease in expenditures reduces support for the Dominion Resources Innovation Center (DRIC) and reimbursement to the Economic Development Department in the General Fund, which offsets costs associated with managing the EDA.

Expenditure Information: Other Funds

SELF-INSURANCE FUND

	FY19 Budget	Dollar Change	Percent Change
Self-Insurance Fund	41,249,425	5,898,009	16.7%

This fund provides for fiscal management of health insurance costs, as well as a Clinic and Wellness Program. This program serves all County entities, including the School Board, Pamunkey Regional Jail and Pamunkey Regional Library. The opt-out credit is $100 annually for employees that do not elect health insurance through the County.

The overall increase in expenses is based on market trend increases in health care claims. Health insurance fees for the employee and employer will increase by 11.6% and 11.1% respectively in order to cover anticipated claim expenses.

DEBT SERVICE FUND

	FY19 Budget	Dollar Change	Percent Change
Debt Service Fund	20,097,966	625,596	3.2%

This fund is used for the payment of principal, interest and fees associated with County and School indebtedness.

The budget includes debt service payments for both County debt (34% of total) and School debt (66% of total). This amount is inclusive of issuance costs for debt to be issued in FY19 for county improvements, including library and park development and county facility renovations, and school improvements, including renovations, repairs and upgrades.

Capital Improvements Program Overview

FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program (CIP) is the County's plan for investing in facilities, and large-scale equipment and vehicles over the next five years. Detailed information on all capital improvement projects, including funding sources and uses, can be found under the CIP Section of this document.

CIP Sources by Fund

	Yr 1 Budget	Yrs 2-5 Budget	Total 5-Year Budget
Airport CIP Fund	**100,000**	**6,849,120**	**6,949,120**
Fund Balance Assignment	50,000	104,000	154,000
General Fund	-	181,002	181,002
Intergovernmental	50,000	6,024,118	6,074,118
Local Revenue	-	540,000	540,000
County Improvements Fund	**29,069,000**	**92,407,195**	**121,476,195**
Fund Balance Assignment	1,290,000	2,365,590	3,655,590
General Fund	6,989,000	33,231,560	40,220,560
Intergovernmental	1,090,000	34,260,045	35,350,045
Local Revenue	200,000	1,050,000	1,250,000
Long-term Debt	18,500,000	17,000,000	35,500,000
Proffers	1,000,000	4,500,000	5,500,000
Public Utilities CIP Fund	**12,651,026**	**72,613,330**	**85,264,356**
Public Utilities	12,651,026	72,613,330	85,264,356
School Improvements Fund	**10,000,000**	**68,225,000**	**78,225,000**
Fund Balance Assignment	2,600,000	4,300,000	6,900,000
General Fund	2,400,000	11,700,000	14,100,000
Long-term Debt	5,000,000	52,225,000	57,225,000
Grand Total	**51,820,026**	**240,094,645**	**291,914,671**

FY19-23 CIP by Fund & Project Type

	Airport CIP Fund	County Improvements Fund	Public Utilities CIP Fund	School Improvements Fund	Grand Total
Construction	-	14,050,000	-	35,700,000	49,750,000
Equipment	244,000	5,156,560	1,061,000	6,590,000	13,051,560
Facility Improvements	5,655,000	30,745,000	-	22,213,000	58,613,000
Land Acquisition	1,050,120	250,000	-	-	1,300,120
Reserve	-	1,000,000	-	-	1,000,000
Roads & Public Works	-	48,755,635	-	-	48,755,635
Technology	-	10,225,000	-	13,722,000	23,947,000
Utility Infrastructure	-	-	58,888,950	-	58,888,950
Utility Service Agreement	-	-	25,314,406	-	25,314,406
Vehicles	-	11,294,000	-	-	11,294,000
Grand Total	**6,949,120**	**121,476,195**	**85,264,356**	**78,225,000**	**291,914,671**

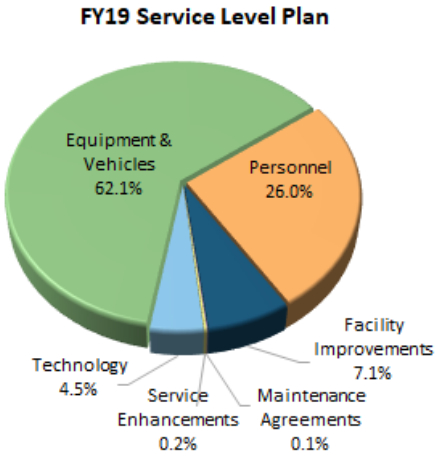
Service Level Plan

SERVICE LEVEL PLAN OVERVIEW

The Service Level Plan (SLP) is the County's plan for increasing efficiencies and enhancing services provided to the citizens each department's budget in the Five-Year General Fund Financial Plan.

SLP projects are incorporated in the Five-Year General Fund Financial Plan and the expenditures are reflected under the corresponding department's line item budget. However, the SLP is also shown in the budget separately in order to highlight those projects or improvements that have been identified by the departments as part of the County's effort to either improve efficiencies or enhance services being provided by the County.

Although the Five-Year General Fund Financial Plan forecasts the anticipated expenditures and approximate timing of each SLP item, only the first fiscal year is appropriated under the department budgets. The SLP items included in fiscal years two through five are for planning purposes and are given priority over new requests in the subsequent budget process.



During the budget process, each department submits SLP requests including justifications based on the type of service enhancement. County Administration collaborates with the Budget Division to determine which SLP requests to include in the Five-Year General Fund Financial Plan based on the assessed need and available resources. Priority is given to those requests that were included in the prior year plan.

PURPOSE

The SLP was established to identify certain items within each department's line item budget that are outside of the existing expenditures of the department in order to highlight projects or improvements that are for purposes of increasing efficiencies and enhancing services being provided by the County.

SLP projects fall under one of the following categories:

Personnel – New positions, increases in employee hours and other changes in compensation tied to enhancing services. Examples of other compensation include changes to Advanced Life Support (ALS) incentives and overtime in support of a department initiative.

Technology – Computers and other technology equipment, software, systems and licenses.

Facility Improvements – Improvements to County buildings, parks, properties and parking lots. Examples include sign replacements, replacing or repairing heating and cooling units, painting, paving, roofing and building alterations.

Equipment & Vehicles – Any equipment or capital asset costing less than $50,000 per unit that is requested within the five-year period and not associated with a new or changed position or larger construction project.

Service Level Plan

Maintenance Agreements – Additional or enhanced maintenance agreements to support current services and maintenance agreements for SLP projects that will begin within years two through five of the Five-Year General Fund Financial Plan. An example of this would be a maintenance agreement on a building system.

Service Enhancements – Projects that do not fall under any other category are included under this general category. Examples include book conservation, training and consulting services.

SLP CRITERIA

The following are the general guidelines for determining which expenditures qualify under the SLP. These guidelines are not all-encompassing as there are exceptions for certain expenditures that are determined on a case-by-case basis.

The SLP consists of both recurring and one-time items. Recurring SLP items include personnel and maintenance agreements. One-time SLP items, such as the purchasing of equipment, may be requested for one year or multiple years.

Personnel

All new positions and increased hours for authorized part-time positions are included under the SLP. Changes to other compensation that are related to enhanced services are also included under personnel.

Operating & Capital

An enhancement that increases a department's operating or capital expenditures and is not associated with a new or changed position may be included in the SLP. These enhancements may consist of projects or equipment that are related to new programs or services, as well as vehicles for public safety.

Generally, assets with a per-unit cost greater than or equal to $5,000 but less than $50,000 are included in the SLP. If an asset is less than $5,000 per unit, but a large quantity is being requested for a special project, then the expenditure may be included in the SLP.

FY19 Service Level Plan

	Salaries & Fringe Benefits Recurring	Operating One-Time	Operating Recurring	Capital Outlay One-Time	Grand Total
General Fund	**1,013,427**	**406,470**	**91,680**	**3,021,200**	**4,532,777**
General Government	**149,338**	**30,730**	**9,030**	**78,800**	**267,898**
Commissioner of the Revenue	**41,450**	**-**	**180**	**-**	**41,630**
Tax Revenue Specialist	41,450	-	180	-	**41,630**
County Administrator	29,110	3,430	-	-	**32,540**
Public Information Specialist	29,110	3,430	-	-	**32,540**
Finance & Management Services	-	-	6,300	-	**6,300**
Software System Change Management	-	-	6,300	-	**6,300**
Human Resources	78,778	2,300	1,750	500	**83,328**
Human Resources Coordinator II	78,778	2,300	1,750	500	**83,328**
Information Technology	**-**	**25,000**	**-**	**-**	**25,000**
Security Mgmt & Analysis Software	-	25,000	-	-	**25,000**
Registrar	**-**	**-**	**800**	**78,300**	**79,100**
ADA Voting Machines	-	-	-	66,300	**66,300**
Electronic Poll Books	-	-	800	12,000	**12,800**
Human Services	**21,359**	**27,610**	**590**	**400**	**49,959**
Community Resources	**21,359**	**2,610**	**590**	**400**	**24,959**
Senior Services Specialist	21,359	2,610	590	400	**24,959**
Social Services	**-**	**25,000**	**-**	**-**	**25,000**
LaserFiche	-	25,000	-	-	**25,000**
Judicial Administration	**152,970**	**22,420**	**12,170**	**274,060**	**461,620**
Clerk of the Circuit Court	**11,286**	**-**	**5,000**	**-**	**16,286**
Book Conservation	-	-	5,000	-	**5,000**
PT Non-benefited Deputy Clerk	11,286	-	-	-	**11,286**
Commonwealths Attorney	78,778	2,900	3,150	-	**84,828**
Assistant Commonwealth Atty	78,778	2,900	3,150	-	**84,828**
Court Services	**62,906**	**19,520**	**4,020**	**274,060**	**360,506**
Automated External Defibrillators (AED)	-	-	-	2,500	**2,500**
Sergeant - Court Services	62,906	18,500	4,020	37,420	**122,846**
Vehicles	-	1,020	-	234,140	**235,160**
Parks, Recreation & Cultural	**-**	**-**	**-**	**100,700**	**100,700**
Parks & Recreation	**-**	**-**	**-**	**100,700**	**100,700**
BPES Athletic Field Replace Fencing	-	-	-	10,700	**10,700**
Flex Wing Cutter 15' - Replace	-	-	-	13,000	**13,000**
Gator 4x4	-	-	-	10,000	**10,000**
Heavy Duty Equipment Trailer Replace	-	-	-	7,000	**7,000**
Infield Grooming Machine	-	-	-	12,000	**12,000**
Mower - Commercial Replacement	-	-	-	32,000	**32,000**

FY19 Service Level Plan

	Salaries & Fringe Benefits Recurring	Operating One-Time	Operating Recurring	Capital Outlay One-Time	Grand Total
MP Playground Swings	-	-	-	6,000	**6,000**
Rekey Facility Locks	-	-	-	10,000	**10,000**
Public Safety	**686,843**	**325,710**	**40,390**	**2,406,600**	**3,459,543**
Animal Control	**49,278**	**23,340**	**6,320**	**38,600**	**117,538**
Animal Control Field Supervisor	49,278	23,340	6,320	30,000	**108,938**
Mobile Data Computers	-	-	-	8,600	**8,600**
Building Inspections	**-**	**-**	**-**	**7,000**	**7,000**
Large Document Scanner	-	-	-	7,000	**7,000**
Emergency Communications	**57,455**	**22,800**	**10,600**	**-**	**90,855**
Communications Officer	43,573	-	600	-	**44,173**
Dispatch Center UPS - Battery Replacement	-	21,000	-	-	**21,000**
Monitors for Dispatch Floor	-	1,800	-	-	**1,800**
PT Non-benefited Communications Officer	13,882	-	-	-	**13,882**
UPS and Battery Repl at Tower Sites	-	-	10,000	-	**10,000**
Fire-EMS	**309,550**	**106,280**	**1,750**	**230,560**	**648,140**
Bathroom Trailer Replacement	-	-	-	11,700	**11,700**
Firefighter Medic	163,436	13,380	1,050	-	**177,866**
Hazmat Vehicle/Supplies	-	-	-	46,000	**46,000**
Heavy Rescue Extrication	-	-	-	50,000	**50,000**
Lawn Care Equipment & Supplies	-	5,000	-	-	**5,000**
Lieutenant - Fire & EMS	146,114	13,320	700	-	**160,134**
Mobile Data Computers	-	-	-	36,000	**36,000**
Personal Protective Equipment	-	42,580	-	-	**42,580**
Rapid Intervention Pack	-	-	-	43,530	**43,530**
Technical Rescue Team Classes	-	7,000	-	-	**7,000**
Training Center Improvements	-	25,000	-	-	**25,000**
Vehicles	-	-	-	43,330	**43,330**
Sheriff	**270,560**	**173,290**	**21,720**	**2,130,440**	**2,596,010**
Automated External Defibrillators (AED)	-	-	-	6,600	**6,600**
Deputy Sheriff	270,560	128,250	21,720	195,120	**615,650**
Emergency Vehicle Operations Training System	-	-	-	4,200	**4,200**
Mobile Data Computers	-	-	-	150,500	**150,500**
Prisoner Transport Cage	-	-	-	17,940	**17,940**
Tactical Vests	-	15,500	-	-	**15,500**
Tasers	-	29,540	-	-	**29,540**
Vehicles	-	-	-	1,756,080	**1,756,080**
Public Works	**2,917**	**-**	**29,500**	**160,640**	**193,057**
General Services	**-**	**-**	**29,500**	**28,320**	**57,820**
Courthouse A/V Maintenance	-	-	4,500	-	**4,500**
Facility Maintenance	-	-	25,000	-	**25,000**
Lift Posts	-	-	-	20,000	**20,000**
Mobile Data Computers	-	-	-	8,320	**8,320**

FY19 Service Level Plan

	Salaries & Fringe Benefits Recurring	Operating One-Time	Operating Recurring	Capital Outlay One-Time	Grand Total
Public Works Operations	**2,917**	**-**	**-**	**132,320**	**135,237**
Compactor Systems	-	-	-	40,500	**40,500**
Environmental Improvement Structures	-	-	-	33,000	**33,000**
Mower - Zero Turn	-	-	-	9,620	**9,620**
Roll Off Containers	-	-	-	49,200	**49,200**
Solid Waste Operator	2,917	-	-	-	**2,917**
Public Utilities Fund	**-**	**-**	**-**	**1,325,150**	**1,325,150**
Public Utilities	**-**	**-**	**-**	**1,325,150**	**1,325,150**
Public Utilities	**-**	**-**	**-**	**1,325,150**	**1,325,150**
4 T Lab HVAC Unit	-	-	-	21,300	**21,300**
Beaverdam PS Grinder Monorail	-	-	-	16,000	**16,000**
DWWTP - Dewatering Dumpster & Lid	-	-	-	12,000	**12,000**
Facilities Master Plan Update	-	-	-	175,000	**175,000**
Fluke Power Logger Meter Model	-	-	-	5,500	**5,500**
Generator Controller Replacements	-	-	-	23,000	**23,000**
Hach-TU5400 Online Turb Meter	-	-	-	7,700	**7,700**
HSTP Blower Room Ventilation Impr	-	-	-	14,000	**14,000**
HSTP EQ Basin Drywell Impr	-	-	-	5,000	**5,000**
HSTP Lab Building Plumbing Impr	-	-	-	13,000	**13,000**
HVAC Replacement	-	-	-	10,000	**10,000**
INF/EFF Sampler Interchangeable	-	-	-	7,000	**7,000**
Lee Davis VFD Replace	-	-	-	30,000	**30,000**
Lightning Protection	-	-	-	15,000	**15,000**
Mag Meters for RAS	-	-	-	17,000	**17,000**
Meter Purchases	-	-	-	468,640	**468,640**
Paint Exposed Metal Surfaces	-	-	-	20,000	**20,000**
Pick-up Truck	-	-	-	101,000	**101,000**
PLC Updates	-	-	-	30,000	**30,000**
Presidential Park Pump Repl	-	-	-	35,000	**35,000**
Remove Garthright/Harris Ct. Pump & Piping	-	-	-	11,000	**11,000**
Replace Blowoffs	-	-	-	40,000	**40,000**
Replace Dry Chemical Feeder	-	-	-	13,550	**13,550**
Replace Pick-up Truck	-	-	-	26,000	**26,000**
Replace Plant Generator Controller	-	-	-	18,000	**18,000**
Replace Quarles Road Strap Meters	-	-	-	25,000	**25,000**
Replace Roof Hatches	-	-	-	6,700	**6,700**
Replace Shop Fork Lift	-	-	-	27,000	**27,000**
Replace Water Return Valve & Actuator	-	-	-	15,260	**15,260**
Sludge Dumpsters	-	-	-	22,000	**22,000**
Spare Waste Pump - Solids Handling	-	-	-	19,000	**19,000**
Strong Waste Sampler Replacement	-	-	-	6,500	**6,500**
SUV	-	-	-	37,000	**37,000**
Transit Van	-	-	-	32,000	**32,000**
Grand Total	**1,013,427**	**406,470**	**91,680**	**4,346,350**	**5,857,927**

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FTE Summary Table

Fund / Department	FY17 Full-time	FY17 Part-time	FY17 Budget	FY18 Full-time	FY18 Part-time	FY18 Budget	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Budget	% Chg
General Fund												
Community Development	**24.00**	**-**	**24.00**	**25.00**	**-**	**25.00**	**25.00**	**25.00**	**-**	**25.00**	**-**	**0.0%**
Economic Development	5.00	-	5.00	5.00	-	5.00	5.00	5.00	-	5.00	-	0.0%
Planning	19.00	-	19.00	20.00	-	20.00	20.00	20.00	-	20.00	-	0.0%
General Government	**130.00**	**4.65**	**134.65**	**132.00**	**4.65**	**136.65**	**136.65**	**134.00**	**5.35**	**139.35**	**2.70**	**2.0%**
Assessor	11.00	-	11.00	12.00	-	12.00	12.00	12.00	-	12.00	-	0.0%
Board of Supervisors	1.00	3.50	4.50	1.00	3.50	4.50	4.50	1.00	3.50	4.50	-	0.0%
Commissioner of the Revenue	18.00	-	18.00	18.00	-	18.00	18.00	19.00	-	19.00	1.00	5.6%
County Administrator	7.00	-	7.00	7.00	-	7.00	7.00	7.00	0.70	7.70	0.70	10.0%
County Attorney	8.00	-	8.00	8.00	-	8.00	8.00	8.00	-	8.00	-	0.0%
Finance & Management Services	22.00	-	22.00	22.00	-	22.00	22.00	22.00	-	22.00	-	0.0%
Human Resources	8.00	-	8.00	8.00	-	8.00	8.00	9.00	-	9.00	1.00	12.5%
Information Technology	35.00	-	35.00	35.00	-	35.00	35.00	35.00	-	35.00	-	0.0%
Internal Audit	2.00	0.65	2.65	2.00	0.65	2.65	2.65	2.00	0.65	2.65	-	0.0%
Registrar	3.00	-	3.00	3.00	-	3.00	3.00	3.00	-	3.00	-	0.0%
Treasurer	15.00	0.50	15.50	16.00	0.50	16.50	16.50	16.00	0.50	16.50	-	0.0%
Human Services	**179.00**	**8.17**	**187.17**	**182.00**	**8.12**	**190.12**	**194.12**	**185.00**	**9.62**	**194.62**	**4.50**	**2.4%**
Community Resources	4.00	-	4.00	4.00	-	4.00	4.00	4.00	0.50	4.50	0.50	12.5%
Community Services Board	120.00	7.39	127.39	123.00	6.84	129.84	133.84	126.00	7.84	133.84	4.00	3.1%
Social Services	55.00	0.78	55.78	55.00	1.28	56.28	56.28	55.00	1.28	56.28	-	0.0%
Judicial Administration	**68.00**	**-**	**68.00**	**70.00**	**-**	**70.00**	**70.00**	**72.00**	**-**	**72.00**	**2.00**	**2.9%**
Circuit Court	3.00	-	3.00	4.00	-	4.00	4.00	4.00	-	4.00	-	0.0%
Clerk of the Circuit Court	17.00	-	17.00	17.00	-	17.00	17.00	17.00	-	17.00	-	0.0%
Court Services	29.00	-	29.00	30.00	-	30.00	30.00	31.00	-	31.00	1.00	3.3%
Commonwealth's Attorney	19.00	-	19.00	19.00	-	19.00	19.00	20.00	-	20.00	1.00	5.3%
Parks, Recreation & Cultural	**29.00**	**1.85**	**30.85**	**30.00**	**1.10**	**31.10**	**31.10**	**30.00**	**1.10**	**31.10**	**-**	**0.0%**
Parks & Recreation	29.00	1.85	30.85	30.00	1.10	31.10	31.10	30.00	1.10	31.10	-	0.0%
Public Safety	**498.00**	**3.10**	**501.10**	**513.00**	**3.10**	**516.10**	**525.10**	**534.00**	**3.10**	**537.10**	**21.00**	**4.1%**
Animal Control	13.00	-	13.00	13.00	-	13.00	13.00	14.00	-	14.00	1.00	7.7%
Building Inspections	17.00	1.00	18.00	18.00	1.00	19.00	19.00	18.00	1.00	19.00	-	0.0%
Community Corrections	7.00	0.60	7.60	7.00	0.60	7.60	7.60	7.00	0.60	7.60	-	0.0%
Emergency Communications	50.00	0.50	50.50	50.00	0.50	50.50	50.50	51.00	0.50	51.50	1.00	2.0%
Fire-EMS	175.00	-	175.00	183.00	-	183.00	192.00	197.00	-	197.00	14.00	7.7%
Juvenile Court Services	3.00	-	3.00	3.00	-	3.00	3.00	3.00	-	3.00	-	0.0%
Sheriff	233.00	1.00	234.00	239.00	1.00	240.00	240.00	244.00	1.00	245.00	5.00	2.1%
Public Works	**83.00**	**1.50**	**84.50**	**85.00**	**1.50**	**86.50**	**86.50**	**85.00**	**1.60**	**86.60**	**0.10**	**0.1%**
General Services	32.00	-	32.00	33.00	-	33.00	33.00	33.00	-	33.00	-	0.0%
Public Works	17.00	1.00	18.00	17.00	1.00	18.00	18.00	17.00	1.00	18.00	-	0.0%
Public Works Operations	34.00	0.50	34.50	35.00	0.50	35.50	35.50	35.00	0.60	35.60	0.10	0.3%
General Fund Total	**1,011.00**	**19.27**	**1,030.27**	**1,037.00**	**18.47**	**1,055.47**	**1,068.47**	**1,065.00**	**20.77**	**1,085.77**	**30.30**	**2.9%**
Other Funds												
Airport	**1.00**	**-**	**1.00**	**1.00**	**-**	**1.00**	**1.00**	**1.00**	**-**	**1.00**	**-**	**0.0%**
Public Utilities	**94.00**	**-**	**94.00**	**94.00**	**-**	**94.00**	**94.00**	**94.00**	**-**	**94.00**	**-**	**0.0%**
Self-Insurance	**1.00**	**-**	**1.00**	**1.00**	**-**	**1.00**	**1.00**	**1.00**	**-**	**1.00**	**-**	**0.0%**
Education	**2,336.00**	**145.85**	**2,481.85**	**2,344.00**	**146.95**	**2,490.95**	**2,490.95**	**2,355.00**	**147.55**	**2,502.55**	**11.60**	**0.5%**
Schools Operating Fund	2,215.00	137.17	2,352.17	2,223.00	138.27	2,361.27	2,361.27	2,234.00	138.87	2,372.87	11.60	0.5%
Food Services Fund	121.00	8.68	129.68	121.00	8.68	129.68	129.68	121.00	8.68	129.68	-	0.0%
Other Funds Total	**2,432.00**	**145.85**	**2,577.85**	**2,440.00**	**146.95**	**2,586.95**	**2,586.95**	**2,451.00**	**147.55**	**2,598.55**	**11.60**	**0.4%**
Grand Total	**3,443.00**	**165.12**	**3,608.12**	**3,477.00**	**165.42**	**3,642.42**	**3,655.42**	**3,516.00**	**168.32**	**3,684.32**	**41.90**	**1.2%**

FTE Summary Table

Functional Area	FY17 Full-time	FY17 Part-time	FY17 Budget	FY18 Full-time	FY18 Part-time	FY18 Budget	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Budget	% Chg
General Fund												
Community Development	24.00	-	24.00	25.00	-	25.00	25.00	25.00	-	25.00	-	0.0%
General Government	130.00	4.65	134.65	132.00	4.65	136.65	136.65	134.00	5.35	139.35	2.70	2.0%
Human Services	179.00	8.17	187.17	182.00	8.12	190.12	194.12	185.00	9.62	194.62	4.50	2.4%
Judicial Administration	68.00	-	68.00	70.00	-	70.00	70.00	72.00	-	72.00	2.00	2.9%
Parks, Recreation & Cultural	29.00	1.85	30.85	30.00	1.10	31.10	31.10	30.00	1.10	31.10	-	0.0%
Public Safety	498.00	3.10	501.10	513.00	3.10	516.10	525.10	534.00	3.10	537.10	21.00	4.1%
Public Works	83.00	1.50	84.50	85.00	1.50	86.50	86.50	85.00	1.60	86.60	0.10	0.1%
Other Funds												
Airport	1.00	-	1.00	1.00	-	1.00	1.00	1.00	-	1.00	-	0.0%
Public Utilities	94.00	-	94.00	94.00	-	94.00	94.00	94.00	-	94.00	-	0.0%
Self-Insurance	1.00	-	1.00	1.00	-	1.00	1.00	1.00	-	1.00	-	0.0%
Education	2,336.00	145.85	2,481.85	2,344.00	146.95	2,490.95	2,490.95	2,355.00	147.55	2,502.55	11.60	0.5%
Grand Total	3,443.00	165.12	3,608.12	3,477.00	165.42	3,642.42	3,655.42	3,516.00	168.32	3,684.32	41.90	1.2%

Notes:

1) FY18 full-time equivalent (FTE) positions are based on the FY18 Budget and the FY19 FTE figures are based on the FY19 Budget. The 'FY18 Amended' FTE calculations reflect changes that occurred during FY18 after adoption of the FY18 Budget. The 'Chg from FY18 Budget' and '% Chg' calculations compare the FY19 Budget FTEs to the FY18 Budget FTEs.

2) In addition to the benefited FTE positions noted above, there are other authorized positions for non-benefited employees working less than 50% of a full-time employee. For non-benefited employees, the department head is required to incur only the number of hours that can be afforded within the appropriated dollars.

3) The Education FTE count includes Schools Operating Fund and Food Services Fund. In previous years, the FTE count for school funds was not split between full-time (FT) and part-time (PT). FY17 & FY18 FTEs have been restated to include this split for comparison purposes. Additionally, due to the conversion over to a new human resource system and additional corrections by the schools, FTEs restated for FY17 & FY18 for Schools Operating Fund and Food Services Fund will not match the totals listed in prior years.

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Economic Development Update

The Hanover County Department of Economic Development has continued to focus on the programs and goals outlined in the Economic Development Strategic Plan, which encourages and supports the growth of existing and new businesses. With record low vacancy rates, much emphasis has been placed on what is referred to as "Product Development," or the addition of commercial properties within Hanover's Suburban Service Area (SSA). New initiatives in zoning, land use and permit fee reduction did stimulate activity in the commercial real estate sector. The County's national award winning Strategic Zoning Initiative (SZI) allows for landowners of large tracts that are well suited for economic development with the suburban services area to defer tax burden until the property is developed.

This marked a successful year for increased business investment in Hanover County. Hanover is fortunate to see continued investment by existing businesses expanding their presence within the county. The Center of the Universe Brewing Co. (COTU) kicked off a $550,000 expansion that enables the company to brew 52 percent more beer each year. Pryor Technology Inc., a world leader in the manufacture and design of both traditional and innovative marking, identification and traceability solutions, announced their first U.S. facility in Hanover occupying 5,000 square feet and employing 10 people. New spec development in Northlake Industrial Park attracted mega online retailer, Amazon, currently leasing 320,000 square feet and employing up to 300 people for its sortation facility.

The ***Hanover Business First Program*** was successful again in its mission to understand local business issues and promote the county as an ideal place to do business. Staff and volunteers conducted approximately 200 interviews with Hanover businesses. The Business Walk program continues to be an effective conduit for maximizing the Department's outreach efforts to existing businesses. Specific commercial areas were targeted, and companies were contacted in advance to advise that staff would be in their area and available to discuss any issues or concerns those businesses may have.

Additionally, the Department collaborated with business partners to host events in an effort to increase community engagement and business opportunities. The Annual Business Appreciation Event, which is aligned with the state Business Appreciation Week, was hosted along with seminars and workshops on topics relevant to business startups and small businesses. An Information Technologies industry-specific roundtable event was held to provide a more focused information exchange within this sector.

A strong web presence is essential to promoting Hanover County as a great place to do business. The Department added a dynamic community data tool utilizing Geographic Information System (GIS) software. Business owners can use it to research sites for possible expansions as well as identify demographics around those new possible locations. Website visitors can view available properties, along with size, use, cost and development incentives.

Hanover County Economic Development continues its goal of promoting tourism by encouraging ongoing investments, promoting regional marketing initiatives, such as Hanover's tourism microsite *VisitHanoverVA.com*, and connecting local businesses with regional tourism groups such as Richmond Region Tourism and Virginia Tourism. The Department hosted a familiarization tour of Hanover sites with Richmond Region Tourism. Additionally, we sponsored the Chamber's Discover Hanover Visitor Guide. Our visitor centers attracted over 30,000 visitors, up 10 percent from the previous year.

In terms of economic development advantages, Hanover County has the lowest real property tax rate in the Greater Richmond Partnership region; no business, professional and occupational license tax (BPOL); available commercial and industrial sites; and water and wastewater capacity. In addition, the County utilizes comprehensive planning that targets business development for appropriate areas while maintaining a high quality of residential, forestry and agricultural uses in other parts of the County.

Financial Condition Overview

Hanover County's 'Triple-AAA' rating status was affirmed with a stable outlook by all three national bond rating agencies. Moody's Investors Service, Fitch Ratings and Standard & Poor's all praised Hanover's financial management and noted that economic trends are slowly improving. Moody's reports: "The credit position for Hanover County is outstanding…..The notable credit factors include an extensive tax base with a strong socioeconomic profile, and a solid financial position." Fitch Ratings notes, "Solid reserves, conservative financial management and superior inherent budget flexibility underscore strong and resilient financial operations" for the County.

The County relies upon a strong fund balance policy, which requires an unassigned fund balance of at least 10.0% (10.6% goal) of its General Fund revenues (the industry benchmark for a fiscally well-managed local government). When balances are projected to be above such thresholds, excess balances can be either saved for future years in which economic conditions warrant using it to mitigate one-time revenue shortfalls or for expenditure mandates targeted for future capital needs to mitigate debt or other local funding needs. The unassigned fund balance as of June 2017 was $29.4 million, which represented 13.0% of General Fund revenues. The fund balance is projected to be favorable on June 30, 2018, after meeting year-end fund balance policy thresholds and planned needs for the FY19 budget. The Five-Year General Fund Financial Plan is balanced each year, and its reliance on the use of surplus each year reinvested into the subsequent year is at a conservative level; therefore, compliance with the fund balance policy is expected to be maintained throughout the next five years.

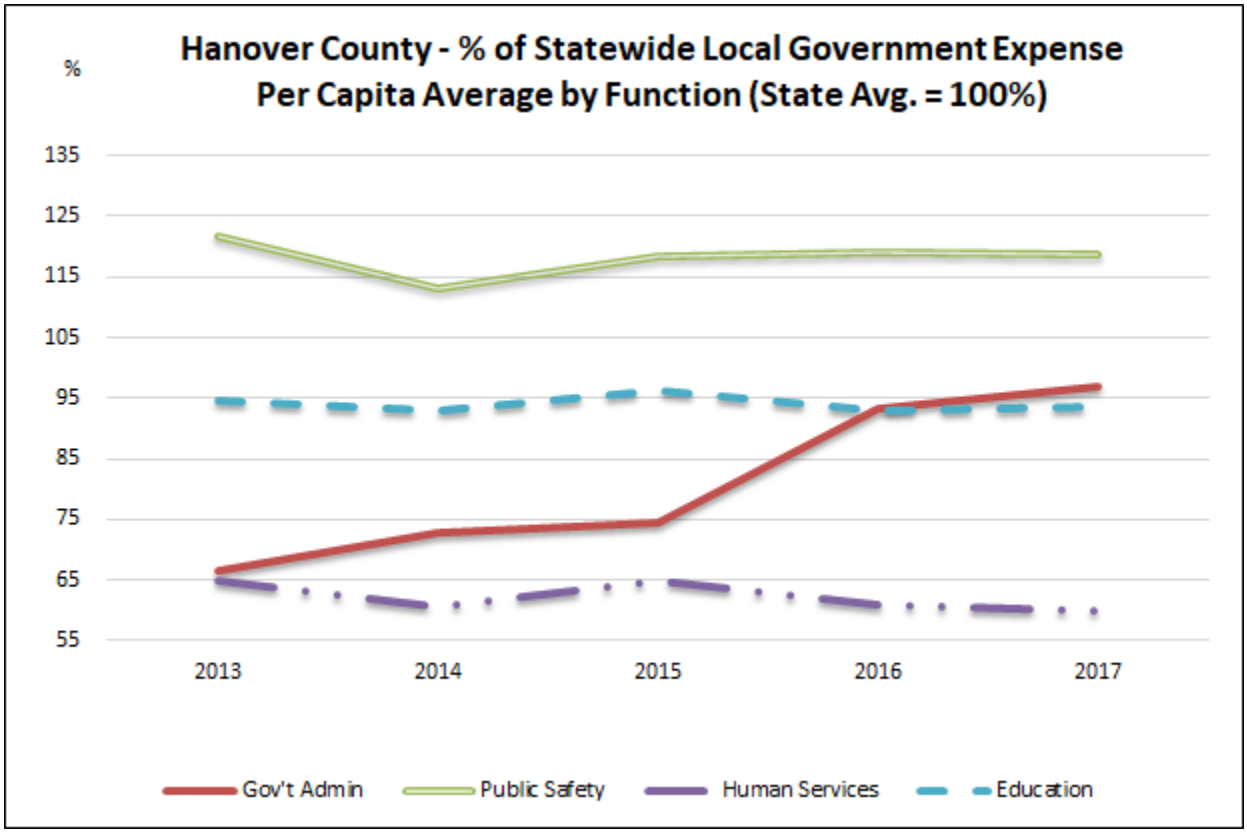
The County continues to experience revenue growth in the largest revenue categories of real property, personal property and sales tax collections. With projected reassessment and new construction increases, ongoing General Fund revenues are anticipated to increase by $10.2 million.

To assess internally our financial health, the County has traditionally tracked State-published indicators of fiscal stress. The most recent State report shows that Hanover has the 14th lowest level of fiscal stress out of the 133 localities ranked in Virginia. A component of the fiscal stress index is a locality's tax rate compared to statewide averages, with low tax rate jurisdictions assigned a lower stress as they would appear to have greater capacity to generate additional revenue. Hanover has the lowest regional real property tax rate of $0.81 per $100 of assessed value as compared to Henrico's $0.87, Chesterfield's $0.95 and Richmond's $1.20.

A general indicator of the efficiency with which the County operates is an analysis of comparative per capita spending in functional areas as prepared by the State's Auditor of Public Accounts. Education is slightly below (6.4%) the statewide average, demonstrating the two Boards' commitment to quality education while maintaining efficient delivery of educational services. Also, the Virginia Department of Education reports that Hanover County Public Schools had the 12th lowest cost per pupil in the State of Virginia in FY17 (per pupil cost excludes debt service and capital costs).

All of our other functional areas are below the statewide averages for counties. Demonstrating the County's emphasis on efficiently providing services, the County's General Government Administration function is at 97.0% of the statewide average. We are also regionally comparative: Henrico – 151.8%, Chesterfield – 81.1%, City of Richmond – 226.6%, Spotsylvania – 83.1%, Stafford – 80.9% and Albemarle – 86.2%. While it is not practical to provide an in depth analysis as part of this synopsis, the four areas shown below represent the Board's priorities – Public Safety, Education and Human Services – and the General Government Administration function discussed above. The County's Community Development function, while operating at 71.2% below the statewide average, has significantly

contributed in recent years to the quality of life in Hanover County, the diversification of the County's revenue base and the County's ability to retain 'Triple-AAA' bond status.



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County of Hanover, Virginia
Five-Year General Fund Financial Plan
Fiscal Years 2019 through 2023

	FY19 Year 1	FY20 Year 2	FY21 Year 3	FY22 Year 4	FY23 Year 5
Revenues					
Ongoing Revenues					
General Property Taxes	159,307,200	166,662,300	174,851,000	183,463,900	192,741,900
Other Local Taxes	34,328,800	35,202,700	36,115,500	37,111,200	38,197,300
Permits, Fees and Licenses	2,145,000	2,168,100	2,191,900	2,216,500	2,241,900
Fines and Forfeitures	1,042,400	1,061,900	1,083,200	1,106,600	1,132,000
Charges for Services	7,538,740	7,278,000	7,368,800	7,460,900	7,554,500
Recovered Costs	3,662,629	3,720,400	3,783,600	3,848,500	3,915,300
Intergovernmental	33,687,271	34,011,400	34,030,700	34,331,000	34,748,700
Miscellaneous	1,222,783	1,224,800	1,226,900	1,229,000	1,231,200
Use of Money & Property	830,800	848,100	865,900	884,300	903,200
Ongoing Revenues Total	**243,765,623**	**252,177,700**	**261,517,500**	**271,651,900**	**282,666,000**
Use of Planned Surpluses					
Funding from PY Budgets - County	3,000,000	3,102,000	3,102,000	3,102,000	3,102,000
Funding from PY Budgets - Schools	2,400,000	2,400,000	3,000,000	3,000,000	3,000,000
School Assignment	2,600,000	1,000,000	-	200,000	700,000
Fund Balance Assign. - Capital	600,000	2,400,000	-	-	-
Fund Balance Assign. - Stormwater	-	-	250,000	250,000	-
PYB Law Library	20,000	-	-	-	-
PYB Recovered Costs	909	3,700	2,800	2,000	1,200
Use of Planned Surpluses Total	**8,620,909**	**8,905,700**	**6,354,800**	**6,554,000**	**6,803,200**
Revenues Total	**252,386,532**	**261,083,400**	**267,872,300**	**278,205,900**	**289,469,200**
Expenditures					
Salaries & Fringe Benefits	**87,374,532**	**90,922,862**	**95,188,744**	**98,952,766**	**102,648,900**
Operating	**35,484,155**	**36,395,870**	**37,702,940**	**39,181,250**	**39,852,811**
Tax Relief	**1,815,000**	**1,869,450**	**1,925,534**	**1,983,300**	**2,042,799**
Capital Outlay	**3,021,200**	**3,045,339**	**2,948,602**	**3,148,891**	**3,286,271**
Debt Service Fund					
County Debt Service	6,478,881	7,251,851	8,211,240	8,676,806	8,843,623
School Debt Service	13,038,735	12,736,538	10,427,951	10,960,186	10,390,602
Debt Service Fund Total	**19,517,616**	**19,988,389**	**18,639,191**	**19,636,992**	**19,234,225**
Airport Fund	**52,029**	**62,200**	**75,800**	**59,200**	**58,400**
Pamunkey Regional Jail	**5,343,000**	**5,503,290**	**5,668,389**	**5,838,441**	**6,013,594**
Lewistown CDA	**574,000**	**575,000**	**576,900**	**577,900**	**579,000**
County CIP	**7,589,000**	**6,975,000**	**8,573,200**	**8,094,160**	**10,089,200**
School Allocation Plan					
School CIP	5,000,000	5,800,000	3,000,000	3,200,000	4,000,000
School Operating	86,616,000	89,946,000	93,573,000	97,533,000	101,664,000
School Allocation Plan Total	**91,616,000**	**95,746,000**	**96,573,000**	**100,733,000**	**105,664,000**
Expenditures Total	**252,386,532**	**261,083,400**	**267,872,300**	**278,205,900**	**289,469,200**

Five-Year General Fund Financial Plan
Fiscal Years 2019 through 2023

BACKGROUND

The County began preparing a Five-Year Financial Plan for the General Fund in 1989. The plan plays a key role in assisting the County in determining funding priorities and balancing the budget each year. Because the plan is an important planning tool, priority funding is given to items in the previous year's adopted plan versus new requests. Departments wishing to fund an item that is not included in the previous year's approved plan must be able to clearly demonstrate what has occurred during the past year to make the item in question a funding priority over items that had been previously incorporated into the County's planning process. The plan helps identify which areas of the cumulative requests are higher than anticipated, allowing budget staff to focus on those areas and identify the unanticipated issues. The plan is also an assurance to our citizens that the County is planning long-term and financially positioning itself to meet the needs of the future.

When reviewing the plan, it is important to remember that only the first year is adopted and appropriated by the Board of Supervisors. The remaining years of the plan are based on current programmatic and financial conditions. The *exact* dollars or positions in the plan are likely to change, but, if current needs and conditions remain relatively constant, the overall direction and emphasis reflected in the plan should remain consistent. The Five-Year General Fund Financial Plan is adopted by the Board of Supervisors during the budget process and is subject to a public hearing.

MAJOR ASSUMPTIONS

Traditionally, great efforts have been spent on the Five-Year General Fund Financial Plan in illustrating conservative revenue growth and how such revenue growth over current year projections can be reinvested in the County. As fiscal flexibility is limited in meeting current service levels, the County is selective in any enhancements of service levels and prioritizes resources in areas where core services are most impacted (e.g., staffing of Fire/EMS, sheriff patrols and per-pupil funding). Therefore, some service level enhancements are either staggered, phased-in or deferred until the County can afford to provide such enhancements, unless a corresponding revenue increase can be identified.

The Five-Year General Fund Financial Plan represents the County's attempt to quantify the impacts of future needs matched with a projection of available resources. This plan is adopted by the Board of Supervisors each year, thereby indicating to the public the County's expected tax rates, operating costs, capital improvements, debt service requirements, school allocations and service level plan. Generally, the plan seeks to maintain or enhance all current budget guidelines and the Board's adopted initiatives.

OVERARCHING PHILOSOPHY

From a revenue perspective, FY19 continues the moderate growth in our largest revenue sectors of real property and personal property. Total ongoing revenues are budgeted to increase 4.4% in FY19, and then continue to increase 3.5-4.1% each of the next four years. This growth is essential in funding investments in our priority service areas of Public Safety and Schools.

Five-Year General Fund Financial Plan
Fiscal Years 2019 through 2023

REVENUES

Revenue Highlights:

The current adopted real property tax rate of $0.81 per $100 of assessed value has been maintained throughout the plan.

Percent Change From Prior Taxable Year	2019	2020	2021	2022	2023
Real Property: Reassessment of Existing Property	2.5%	2.5%	2.5%	2.5%	2.5%
Real Property: New Construction & Natural Growth	1.8%	1.8%	1.8%	1.8%	1.8%
Personal Property	7.7%	6.5%	6.5%	6.5%	7.0%
Sales Tax	6.3%	3.7%	3.8%	3.8%	4.0%

Use of Planned Surpluses

Use of planned surpluses is a revenue category that represents available funding from the prior year's fund balance. This revenue source is different from ongoing revenues, which are received by the County through various charges, fees and taxes. For accounting purposes, use of planned surpluses is recognized as the net of expenditures over revenue.

Use of assigned fund balance is applied towards capital improvement projects within the Capital Improvements Program (CIP). Use of assigned fund balance is determined each year based on capital projects and available funds.

EXPENDITURES

Countywide

Expenditure Type by Fiscal Year	FY19	FY20	FY21	FY22	FY23
Compensation Increase	2.0%	2.0%	2.0%	2.0%	2.0%
Health Insurance (Employer Cost)	6.3%	8.0%	8.0%	8.0%	8.0%
Virginia Retirement System (VRS)	9.07%	9.07%	10.07%	10.07%	10.07%
Operating Inflation	--	3.0%	3.0%	3.0%	3.0%

- The Five-Year Plan assumes health insurance increases for employees or plan modifications for premium adjustments above the employer's increase.
- There is capacity for 82 new positions in the last four years of the Five-Year Plan. These position requests will be reviewed annually.
- Retirement benefit expenditures are based on information from the Virginia Retirement System.

School Allocation Plan

- Funding from the General Fund's ongoing revenues will increase 4.7% in FY19, and then increase an average of 4.1% throughout the Five-Year General Fund Financial Plan.
- The County will continue to maintain growth in per pupil funding of the Schools Operating Fund through the Five-Year General Fund Financial Plan.

FY19 ADOPTED BUDGET:

GENERAL FUND

Community Development

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**4,526,380**	**4,823,501**	**4,952,771**	**2.7%**
Community Support	1,496,547	1,538,311	1,641,965	6.7%
Economic Development	1,020,271	1,124,047	1,070,976	-4.7%
Planning	1,830,308	1,971,756	2,044,366	3.7%
Soil & Water Conservation	97,000	99,910	102,907	3.0%
VA Cooperative Extension	82,254	89,477	92,557	3.4%
Expenditures - by Category	**4,526,380**	**4,823,501**	**4,952,771**	**2.7%**
Salaries & Fringe Benefits	2,237,138	2,386,217	2,302,628	-3.5%
Operating	2,280,832	2,437,284	2,650,143	8.7%
Capital Outlay	8,410	-	-	----
Revenues	**4,526,380**	**4,823,501**	**4,952,771**	**2.7%**
General Fund Revenue	4,177,885	4,439,291	4,651,051	4.8%
Local Revenue	348,495	384,210	301,720	-21.5%
Generated Revenue Percent	**7.7%**	**8.0%**	**6.1%**	
General Fund Percent	**92.3%**	**92.0%**	**93.9%**	
Full-time Equivalents (FTE)	**24.00**	**25.00**	**25.00**	
Full-time Positions	24.00	25.00	25.00	
Part-time Positions	-	-	-	

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FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Community Support	**-**	**-**	**-**	**-**	**-**
Economic Development	**5.00**	**5.00**	**-**	**5.00**	**-**
DEPUTY DIRECTOR OF ECONOMIC DEV	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF ECONOMIC DEVELOPMENT	**1.00**	1.00	-	**1.00**	-
EXISTING BUSINESS MANAGER	**1.00**	1.00	-	**1.00**	-
MARKETING MANAGER	**1.00**	1.00	-	**1.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
Planning	**20.00**	**20.00**	**-**	**20.00**	**-**
ADMINISTRATIVE ASSISTANT	**3.00**	3.00	-	**3.00**	-
BUSINESS AND OPERATIONS MANAGER	**1.00**	1.00	-	**1.00**	-
CODE COMPLIANCE OFFICER	**3.00**	3.00	-	**3.00**	-
DEPUTY DIRECTOR OF PLANNING	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF PLANNING	**1.00**	1.00	-	**1.00**	-
PLANNER	**7.00**	7.00	-	**7.00**	-
PLANNING MANAGER	**1.00**	1.00	-	**1.00**	-
PLANNING TECHNICIAN	**1.00**	1.00	-	**1.00**	-
PRINCIPAL PLANNER	**2.00**	2.00	-	**2.00**	-
Soil & Water Conservation	**-**	**-**	**-**	**-**	**-**
VA Cooperative Extension	**-**	**-**	**-**	**-**	**-**
Total	**25.00**	**25.00**	**-**	**25.00**	**-**

Community Support

DESCRIPTION

The County recognizes the benefit obtained by its citizens from the agencies listed below and is pleased to support the operation of these agencies.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,496,547**	**1,538,311**	**1,641,965**	**6.7%**
Operating	1,496,547	1,538,311	1,641,965	6.7%
Revenues	**1,496,547**	**1,538,311**	**1,641,965**	**6.7%**
General Fund Revenue	1,496,547	1,538,311	1,641,965	6.7%
Per capita cost of operating department	**$ 13.76**	**$ 13.93**	**$ 14.66**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The budget includes funding for fourteen (14) regional agencies and seven (7) Hanover agencies, with funding for the majority of agencies increasing slightly. The largest increase is for the Greater Richmond Convention Center Authority (GRCCA), driven by growth in receipts from the state lodging tax. Local agencies with increased funding include Hanover Habitat for Humanity, Hanover Tavern Foundation and Scotchtown.

GOALS & OBJECTIVES

- Continue to honor regional and local funding agreements that recognize the County's share of participation.

Community Support

SERVICE LEVELS

The County appropriates funds for the following agencies. Note that additional contributions may be appropriated during the course of a fiscal year.

	FY17 Actual	FY18 Budget	FY19 Budget
American Red Cross	5,000	5,250	5,500
Arts & Cultural Funding Consortium	11,000	11,500	12,000
Capital Region Workforce Partnership	3,793	5,000	7,500
FeedMore	6,000	6,000	6,000
Gr Richmond Convention Center Authority	1,019,789	1,030,000	1,120,000
Hanover Concert Band	500	500	500
Hanover County Council on Aging	500	500	500
Hanover Habitat for Humanity	13,364	11,500	12,500
Hanover Safe Place	7,500	10,000	10,000
Hanover Tavern Foundation	4,000	4,200	4,500
Historic Polegreen Church Foundation	850	850	850
Homeward	4,000	4,000	4,000
J. Sargeant Reynolds Community College	129,076	132,980	137,428
James River Advisory Council	-	-	1,000
Maymont Foundation	10,000	9,000	9,500
Metropolitan Richmond Sports Backers	6,000	6,500	7,000
Richmond Region Tourism	194,755	219,156	221,195
RRPDC	62,595	63,000	62,967
Science Museum of Virginia	7,525	7,525	7,525
Scotchtown	4,000	4,200	4,500
Senior Connections	6,300	6,650	7,000
Grand Total	**1,496,547**	**1,538,311**	**1,641,965**

Community Support

American Red Cross – Provides for the immediate basic needs for those impacted by emergencies such as home fires and major natural disasters within the community.

Arts & Cultural Funding Consortium – Consolidates and provides funding for the arts and cultural organizations in the Richmond metropolitan area. Direct services to County citizens include operational support for the Children's Museum of Richmond, the Richmond Symphony and the Virginia Repertory Theatre, which presents performances through the Barksdale Season at Hanover Tavern.

Capital Region Workforce Partnership – Provides job training and employment assistance services to all residents of Hanover.

FeedMore – Hunger-relief organization comprised of programs including Meals on Wheels, the Central Virginia Food Bank, Community Kitchen, the Mobile Pantry and Kids Cafe. Provides meals and snacks to residents who are food-insecure (those who are not certain where they will get their next meal) including children, homebound elderly and disabled adults.

Greater Richmond Convention Center Authority – Funded through the state lodging tax generated in each participating locality based on regional agreements supported by the hospitality industry. The amount appropriated totals 100% of this tax in Hanover.

Hanover Concert Band – A community band that meets regularly throughout the year to play concert band music in Hanover and the greater Richmond metropolitan area.

Hanover County Council on Aging – Provides services for the senior population including a senior resources fair, Senior Law Day, health screenings and health counseling.

Hanover Habitat for Humanity – Provides housing for low to moderate income families through building and selling affordable homes in Hanover County. Funding offsets the associated fees and utility connections for building homes in Hanover County.

Hanover Safe Place – Provides shelter space to house victims of domestic and sexual violence in Hanover County. Services include emergency shelter, case management, food, clothing, transportation, hospital accompaniment, court accompaniment and counseling to community members of all ages.

Hanover Tavern Foundation – Offers educational history programs, exhibits, tours, family-oriented special events and theater performances through the Virginia Repertory Theatre.

Historic Polegreen Church Foundation – Preserves the Historic Polegreen Church site and offers guided tours, lectures and other educational programs related to the history of the site and the struggle for civil and religious freedom.

Homeward – The planning and coordinating agency for homeless services in the Counties of Hanover, Henrico and Chesterfield and the City of Richmond.

Community Support

J. Sargeant Reynolds Community College – Support from localities within the college's service region enables the community college to award scholarships and tutorial assistance to students and provide information on the college and course registration to citizens. Funding also supports capital projects related to infrastructure development in support of new facilities and to upgrade existing infrastructure as needed.

James River Advisory Council – Serves as a forum for interests along the James River in central Virginia and communicates with public officials regarding issues and challenges facing the river and its resources.

Maymont Foundation – Funding from local governments facilitates Maymont Foundation's ability to maintain and preserve Maymont as an admission-free urban park and provide educational opportunities and engaging public programs for citizens and students.

Metropolitan Richmond Sports Backers – Provides event organization, produces and supports quality sporting events and programs that promote a more active lifestyle and provides scholarships to area student athletes and high school athletic teams.

Richmond Region Tourism – Designed to promote the metropolitan Richmond area (including Hanover) as an attractive vacation spot, convention place and motion picture filming location. Specifically for Hanover, this includes promotional inducement with Kings Dominion, Scotchtown, battlefields, shuttle service from County hotels to Richmond conventions, radio station advertising highlighting Hanover attractions and coordinating all feature films, commercial production and television shooting in Hanover.

Richmond Regional Planning District Commission (RRPDC) – A regional planning agency formed to address mutual problems and develop solutions that benefit from intergovernmental cooperation. The major emphasis of the RRPDC is in the areas of transportation, local technical assistance and information services. The RRPDC represents the Counties of Hanover, Charles City, Chesterfield, Goochland, Henrico, New Kent and Powhatan, the Town of Ashland and the City of Richmond. Funding is based on a per capita calculation.

Science Museum of Virginia – Provides educational programming and exhibits focusing on the sciences.

Scotchtown – The home of Patrick Henry. Provides tours, special events and educational and family programming for the public.

Senior Connections – An agency for people age sixty and older living in Planning District 15 (including Hanover) under the jurisdiction of the Older Americans Act.

Economic Development

DESCRIPTION

Economic Development provides services designed to create and cultivate business investment in Hanover County, resulting in a stable and diverse local economy and an improved standard of living for County citizens. The County has become an important part of the diverse and growing Richmond metropolitan economy. The main objective of the Department is to provide an expanding tax base and employment opportunities for Hanover citizens. Economic Development assists existing County businesses with expansion, relocation (within the County) and retention issues; recruits new businesses to the County from both domestic and international markets; assists start-ups and encourages entrepreneurial endeavors. The Department also works to strengthen the Comprehensive Plan for the needs of the business community.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,020,271**	**1,124,047**	**1,070,976**	**-4.7%**
Salaries & Fringe Benefits	526,294	566,426	516,081	-8.9%
Operating	493,977	557,621	554,895	-0.5%
Revenues	**1,020,271**	**1,124,047**	**1,070,976**	**-4.7%**
General Fund Revenue	905,911	1,017,037	1,025,756	0.9%
Local Revenue	114,360	107,010	45,220	-57.7%
Per capita cost of operating department	**$ 9.38**	**$ 10.18**	**$ 9.56**	
Generated Revenue Percent	**11.2%**	**9.5%**	**4.2%**	
General Fund Revenue Percent	**88.8%**	**90.5%**	**95.8%**	
Full-time Equivalents (FTE)	**5.00**	**5.00**	**5.00**	
Full-time Positions	5.00	5.00	5.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The decrease to Salaries & Fringe Benefits is from savings due to staff turnover. This decrease is partly offset by a countywide compensation adjustment. The slight decrease to Operating is the net result of multiple adjustments, including the addition of new software services and reductions to professional services and regional meetings. The decrease to Local Revenue is due to reduced payments from the Economic Development Authority (EDA) to offset costs associated with managing the EDA.

Economic Development

GOALS & OBJECTIVES

• Develop and implement long-term County economic development policy;
• Create and cultivate business investment in Hanover County;
• Foster economic development collaboration among County leaders, citizens and businesses;
• Market the County's business advantages;
• Serve as the primary contact when the County receives business-related inquiries; and,
• Serve as a resource to the Economic Development Authority.

Assist Existing Businesses

• Be a technical resource to the overall County business community;
• Encourage existing County businesses to invest and expand where/when appropriate;
• Visit/interview existing businesses to gauge specific business needs;
• Provide support to existing industries to help them grow and expand; and,
• Respond to local business needs and serve as a business community liaison with the County.

Encourage New Business Ventures

• Provide local entrepreneurs with guidance and resources for start-up ventures;
• Provide training resources/information to small businesses and start-up ventures; and,
• Provide marketing support for the Dominion Resources Innovation Center (DRIC).

Recruit/Relocate Out-Of-Town Businesses

• Respond to commercial prospect inquiries, whether sourced in-house or via regional partners;
• Expand the County supply of available commercial and industrial sites and buildings; and,
• Be a strategic resource and facilitator to groups looking to develop sites within the County.

SERVICE LEVELS	**FY17 Actual**	**FY18 Budget**	**FY18 Forecast**	**FY19 Budget**
Business prospects serviced	58	55	75	55
Information inquiries	121	150	120	120
Existing business visits	198	150	100*	150

**Impacted by mid-year staff turnover.*

Lodging Available (Hotel Rooms)*	**2015 Actual**	**2016 Actual**	**2017 Actual**	**2018 Projected**
Town of Ashland	1,117	890	734**	734
County (Excluding Town)	678	661	763***	763

**Source: Richmond Region Tourism Office*
*** Ashland Inn & Suites closed in 2017.*
***Fairfield Inn & Suites opened in 2017.*

Planning

DESCRIPTION

Planning assists the Board of Supervisors, Planning Commission, Historical Commission, Architectural Review Board, Board of Zoning Appeals and other designated committees in establishing and implementing development policies for the County. Proposals for changes are reviewed with Federal, State and local agencies as necessary for consistency with applicable regulations and policies. The staff also disseminates policy information to the Board, Planning Commission, Architectural Review Board, other boards and committees and the public.

Planning is made up of four sections. The Administration Section is responsible for overall management including the preparation of ordinances, comprehensive plan amendments and regional issues. The Current Section is responsible for all land-use and subdivision applications, exclusive of variances. The Development Review Section is responsible for processing site plan and subdivision applications. The Zoning Section is responsible for the administration and enforcement of the Zoning Ordinance to include review of building permits as well as processing variances and appeals.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,830,308**	**1,971,756**	**2,044,366**	**3.7%**
Salaries & Fringe Benefits	1,710,844	1,819,791	1,786,547	-1.8%
Operating	111,054	151,965	257,819	69.7%
Capital Outlay	8,410	-	-	----
Revenues	**1,830,308**	**1,971,756**	**2,044,366**	**3.7%**
General Fund Revenue	1,600,281	1,696,756	1,794,366	5.8%
Local Revenue	230,027	275,000	250,000	-9.1%
Per capita cost of operating department	**$ 16.82**	**$ 17.86**	**$ 18.25**	
Generated Revenue Percent	**12.6%**	**13.9%**	**12.2%**	
General Fund Revenue Percent	**87.4%**	**86.1%**	**87.8%**	
Full-time Equivalents (FTE)	**19.00**	**20.00**	**20.00**	
Full-time Positions	19.00	20.00	20.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The decrease to Salaries & Fringe Benefits is from savings due to staff turnover. This decrease is partly offset by a countywide compensation adjustment. The increase to Operating includes $100,000 from the expected addition of software services for the new CIP-funded Community Development System being purchased in FY18.

Planning

GOALS & OBJECTIVES

- Review Economic Development cases within 60 days;
- Review site plan applications in less than 30 days and subdivisions in less than 45 days;
- Continue to participate in statewide planning professional development organizations including the Virginia chapter of the American Planning Association and the Land Use Education Program;
- Continue to engage citizens through community meetings, civic organizations and the Hanover County Planning Academy;
- Provide for educational and training opportunities for staff; and,
- Continue to engage and provide educational opportunities to the community development industry through staff/applicant review meetings and the quarterly development community meetings.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Percentage of zoning cases completed in estimated time frame	97%	99%	93%	99%
Percentage of development reviews completed on time	98%	99%	91%	99%
Respond to code violation reports within established time frame	99%	99%	99%	99%

Soil & Water Conservation

DESCRIPTION

The Hanover-Caroline Soil & Water Conservation District (SWCD) is a subdivision of State government responsible for conservation work within its boundaries. The SWCD is designed to assist County landowners with conservation planning and programs. The District administers the Virginia Best Management Practices Cost Share Program and the Virginia Tax Credit Program. This program provides financial and technical assistance to install best management practices on agricultural land to reduce non-point source pollution and improve water quality.

The District's activities are governed by a six (6) member Board of Directors; of which four (4) members are elected and two (2) members are appointed by Virginia's Division of Soil and Water Conservation. The District maintains an office in Hanover and is staffed by four (4) employees. The District is funded with monies appropriated by the Commonwealth, the U.S. Environmental Protection Agency (EPA) and the Counties of Hanover and Caroline.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**97,000**	**99,910**	**102,907**	**3.0%**
Operating	97,000	99,910	102,907	3.0%
Revenues	**97,000**	**99,910**	**102,907**	**3.0%**
General Fund Revenue	97,000	99,910	102,907	3.0%
Per capita cost of operating department	**$ 0.89**	**$ 0.90**	**$ 0.92**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The budget reflects the County's share for participating in the District, which serves residents in conservation planning and education.

Soil & Water Conservation

GOALS & OBJECTIVES

- Continue to locally administer the Virginia Best Management Practices (BMP) Cost-share and Tax Credit Program in order to provide cost-sharing assistance to local landowners and operators;
- Provide Chesapeake Bay Preservation Act (CBPA) agricultural conservation planning to meet county ordinances;
- Provide assistance to County landowners for soil and water quality conservation problems, including investigation of land conversions and complaint situations as referred by the county or citizens;
- Administer the Virginia Conservation Assistance Program (VCAP) to assist citizens with installation of Urban Best Management Practices to reduce erosion and improve water quality using such practices as Raingardens, Turf to Native Conversions and Rain-Water Harvesting;
- Continue to provide innovative demonstration areas and cutting edge agricultural Best Management Practices through our Multi-species Cover Crop program that involves partnerships with the County, Virginia Tech, Extension, Natural Resources Conservation Service (NRCS) and the farming community;
- Provide assistance with Federal USDA Farm Bill Conservation Programs including design of Best Management Practices and total resource planning to local landowners and operators;
- Continue to assist the County with the development and implementation of TMDLs (total maximum daily loads) and to ensure that the Chickahominy TMDL implementation plan is fulfilled;
- Promote adult education outreach though Educational Workshops, Agricultural Field Days, Farm Program Meetings and presentations to local civic groups where many of the programs help to fulfill education of the County's MS4 (Municipal Separate Storm Sewer System) stormwater program;
- Provide all Hanover County middle school students with a Meaningful Watershed Educational Experience (MWEE) as mandated by the 2014 Chesapeake Bay Agreement;
- Provide K-12 Youth Conservation Education to students through outreach such as Ag Days, Envirothon, Conservation Camp, Career Days, Earth Days, Tree Planting Projects and Scholarships; and,
- Manage fiscal and administrative operations of the District to comply with regulations and directives.

VA Cooperative Extension

DESCRIPTION

The Hanover Unit of the Virginia Cooperative Extension is one of 107 units across the Commonwealth bringing the resources of the two Land Grant Universities of Virginia Tech and Virginia State to their local communities. Virginia Cooperative Extension provides research-based information to residents in the areas of agriculture, horticulture, nutrition, budgeting, community resource development, disaster management and assessment and youth development and programming. The unit receives partial funding from the U.S. Department of Agriculture and the Commonwealth, along with donations, grants and fees. Staff and volunteers utilize telephone contacts, print, video, computer media, hands-on workshops, office visits and lab testing to provide services throughout the County.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**82,254**	**89,477**	**92,557**	**3.4%**
Operating	82,254	89,477	92,557	3.4%
Revenues	**82,254**	**89,477**	**92,557**	**3.4%**
General Fund Revenue	78,146	87,277	86,057	-1.4%
Local Revenue	4,108	2,200	6,500	195.5%
Per capita cost of operating department	**$ 0.76**	**$ 0.81**	**$ 0.83**	
Generated Revenue Percent	**5.0%**	**2.5%**	**7.0%**	
General Fund Revenue Percent	**95.0%**	**97.5%**	**93.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The budget reflects the County's share of participating in the State extension service (administered by Virginia Tech), which has been a valuable resource for local agribusiness and residents interested in horticulture, 4-H and other industry-related programs. Extension employees are not County employees. Payments supporting those employees are Operating expenditures for the County. The Operating increase is due primarily to an anticipated compensation adjustment for Extension employees.

VA Cooperative Extension

GOALS & OBJECTIVES

- Continue to offer programs reflecting the interests, needs and demographics of current Hanover County residents and adapt to indicated trends utilizing resources of Virginia State University and Virginia Tech;
- Enhance agribusiness profitability through programming including marketing, branding, farm fiscal management and best management practices;
- Enhance efforts to ensure diversity in programming, volunteers, clients and stakeholders that reflect the needs of Hanover residents;
- Provide 4-H youth development with in-school, afterschool and out of school programming targeted at high-risk youth, underserved audiences and families;
- Provide systematic recruitment and training of volunteers to optimize services offered to residents;
- Collaborate with other agencies/departments to seek outside funding to underwrite programming costs;
- Health, nutrition and fitness will each be an interdisciplinary initiative across all three program areas; and,
- Support and advance the goals and objectives of the Hanover County Human Services Strategic Plan.

SERVICE LEVELS*	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Telephonic and electronic citizen contact	24,000	26,000	26,000	28,000
Newsletter and mailing citizen contact	1,200	1,000	1,000	800
Volunteer members	400	475	400	450
Volunteer contacts	34,000	35,000	35,000	35,500
Volunteer hours	39,000	40,250	40,000	40,000
4-H youth participants	1,600	2,000	1,850	1,900

** This information does not include services produced through the media including print and local broadcast stations.*

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General Government Administration

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**14,668,996**	**15,621,253**	**16,059,406**	**2.8%**
Assessor	998,196	1,107,070	1,147,392	3.6%
Board of Supervisors	525,433	573,887	584,085	1.8%
Commissioner of the Revenue	1,402,471	1,501,720	1,568,211	4.4%
County Administrator	1,204,285	1,287,236	1,314,807	2.1%
County Attorney	1,136,880	1,195,867	1,193,005	-0.2%
Finance & Management Services	1,830,737	1,951,314	2,004,887	2.7%
Human Resources	1,127,392	1,133,906	1,197,344	5.6%
Information Technology	4,266,938	4,583,383	4,630,317	1.0%
Internal Audit	270,530	307,343	314,111	2.2%
Registrar	497,579	434,506	494,187	13.7%
Treasurer	1,408,555	1,545,021	1,611,060	4.3%
Expenditures - by Category	**14,668,996**	**15,621,253**	**16,059,406**	**2.8%**
Salaries & Fringe Benefits	12,519,013	13,221,354	13,565,592	2.6%
Operating	2,114,721	2,347,699	2,415,014	2.9%
Capital Outlay	35,262	52,200	78,800	51.0%
Revenues	**14,668,996**	**15,621,253**	**16,059,406**	**2.8%**
General Fund Revenue	13,793,603	14,955,253	15,375,406	2.8%
Local Revenue	357,616	138,000	151,000	9.4%
Intergovernmental	517,777	528,000	533,000	0.9%
Generated Revenue Percent	**6.0%**	**4.3%**	**4.3%**	
General Fund Percent	**94.0%**	**95.7%**	**95.7%**	
Full-time Equivalents (FTE)	**134.65**	**136.65**	**139.35**	
Full-time Positions	130.00	132.00	134.00	
Part-time Positions	4.65	4.65	5.35	

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FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Assessor	**12.00**	**12.00**	**-**	**12.00**	**-**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
APPRAISER SUPERVISOR	**1.00**	1.00	-	**1.00**	-
CUSTOMER SERVICE AGENT	**1.00**	1.00	-	**1.00**	-
DEPUTY CHIEF ASSESSOR	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF REAL ESTATE ASSESSMENTS	**1.00**	1.00	-	**1.00**	-
REAL ESTATE APPRAISER	**7.00**	7.00	-	**7.00**	-
Board of Supervisors	**4.50**	**1.00**	**3.50**	**4.50**	**-**
CHAIR OF BOARD OF SUPERVISORS	**0.50**	-	0.50	**0.50**	-
EXECUTIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
MEMBER OF BOARD OF SUPERVISORS	**3.00**	-	3.00	**3.00**	-
Commissioner of the Revenue	**18.00**	**19.00**	**-**	**19.00**	**1.00**
AUDITOR	**1.00**	1.00	-	**1.00**	-
CHIEF DEPUTY COMM OF THE REVENUE	**1.00**	1.00	-	**1.00**	-
COMMISSIONER OF THE REVENUE	**1.00**	1.00	-	**1.00**	-
REAL PROPERTY MANAGER	**1.00**	1.00	-	**1.00**	-
REVENUE DIVISION MANAGER	**1.00**	1.00	-	**1.00**	-
SYSTEMS ADMINISTRATOR - SENIOR	**1.00**	1.00	-	**1.00**	-
TAX REVENUE SPECIALIST	**12.00**	13.00	-	**13.00**	1.00
County Administrator	**7.00**	**7.00**	**0.70**	**7.70**	**0.70**
COUNTY ADMINISTRATOR	**1.00**	1.00	-	**1.00**	-
DEPUTY COUNTY ADMINISTRATOR	**3.00**	3.00	-	**3.00**	-
EXECUTIVE ASSISTANT	**2.00**	2.00	-	**2.00**	-
PUBLIC INFORMATION OFFICER	**1.00**	1.00	-	**1.00**	-
PUBLIC INFORMATION SPECIALIST	**-**	-	0.70	**0.70**	0.70
County Attorney	**8.00**	**8.00**	**-**	**8.00**	**-**
ASSISTANT COUNTY ATTORNEY	**3.00**	3.00	-	**3.00**	-
COUNTY ATTORNEY	**1.00**	1.00	-	**1.00**	-
DEPUTY COUNTY ATTORNEY	**2.00**	2.00	-	**2.00**	-
LEGAL ASSISTANT	**2.00**	2.00	-	**2.00**	-

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Finance & Management Services	**22.00**	**22.00**	**-**	**22.00**	**-**
ACCOUNTANT	**2.00**	2.00	-	**2.00**	-
ACCOUNTING DIVISION DIRECTOR	**1.00**	1.00	-	**1.00**	-
BUDGET DIVISION DIRECTOR	**1.00**	1.00	-	**1.00**	-
BUDGET/MANAGEMENT ANALYST	**3.00**	3.00	-	**3.00**	-
DIRECTOR OF FINANCE & MGMT SERVICES	**1.00**	1.00	-	**1.00**	-
FINANCIAL TECHNICIAN	**5.00**	5.00	-	**5.00**	-
PAYROLL ANALYST	**3.00**	3.00	-	**3.00**	-
PAYROLL MANAGER	**1.00**	1.00	-	**1.00**	-
PURCHASING DIVISION DIRECTOR	**1.00**	1.00	-	**1.00**	-
PURCHASING OFFICER	**3.00**	3.00	-	**3.00**	-
SYSTEMS ADMINISTRATOR	**1.00**	1.00	-	**1.00**	-
Human Resources	**8.00**	**9.00**	**-**	**9.00**	**1.00**
ASSISTANT DIRECTOR OF HUMAN RESOURCES	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF HUMAN RESOURCES	**1.00**	1.00	-	**1.00**	-
HUMAN RESOURCES ANALYST	**2.00**	2.00	-	**2.00**	-
HUMAN RESOURCES COORDINATOR	**1.00**	1.00	-	**1.00**	-
HUMAN RESOURCES COORDINATOR II	**1.00**	2.00	-	**2.00**	1.00
HUMAN RESOURCES GENERALIST	**1.00**	1.00	-	**1.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
Information Technology	**35.00**	**35.00**	**-**	**35.00**	**-**
DIRECTOR OF INFORMATION TECHNOLOGY	**1.00**	1.00	-	**1.00**	-
GIS ANALYST	**1.00**	1.00	-	**1.00**	-
IT DIVISION DIRECTOR	**2.00**	2.00	-	**2.00**	-
IT PROJECT LEAD	**1.00**	1.00	-	**1.00**	-
IT PROJECT MANAGER	**4.00**	4.00	-	**4.00**	-
IT SERVICE DESK TECHNICIAN	**1.00**	1.00	-	**1.00**	-
IT SERVICE DESK TECHNICIAN - LEAD	**1.00**	1.00	-	**1.00**	-
IT SYSTEM ENGINEER	**23.00**	23.00	-	**23.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
Internal Audit	**2.65**	**2.00**	**0.65**	**2.65**	**-**
DIRECTOR OF INTERNAL AUDIT	**1.00**	1.00	-	**1.00**	-
INTERNAL AUDITOR	**1.65**	1.00	0.65	**1.65**	-

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Registrar	**3.00**	**3.00**	**-**	**3.00**	**-**
ASSISTANT REGISTRAR III	**1.00**	1.00	-	**1.00**	-
DEPUTY REGISTRAR	**1.00**	1.00	-	**1.00**	-
REGISTRAR	**1.00**	1.00	-	**1.00**	-
Treasurer	**16.50**	**16.00**	**0.50**	**16.50**	**-**
ACCOUNTANT	**1.00**	1.00	-	**1.00**	-
ACCOUNTING SUPERVISOR	**1.00**	1.00	-	**1.00**	-
BUSINESS MANAGER	**2.00**	2.00	-	**2.00**	-
CHIEF DEPUTY TREASURER	**1.00**	1.00	-	**1.00**	-
CUSTOMER SERVICE AGENT	**4.50**	4.00	0.50	**4.50**	-
CUSTOMER SERVICE SUPERVISOR	**1.00**	1.00	-	**1.00**	-
FINANCIAL TECHNICIAN	**1.00**	1.00	-	**1.00**	-
REVENUE COLLECTION AGENT	**3.00**	3.00	-	**3.00**	-
SYSTEMS ADMINISTRATOR	**1.00**	1.00	-	**1.00**	-
TREASURER	**1.00**	1.00	-	**1.00**	-
Total	**136.65**	**134.00**	**5.35**	**139.35**	**2.70**

Assessor

DESCRIPTION

The Assessor's Office is responsible for the appraisal of all real property for ad valorem tax purposes. In this capacity, the Assessor evaluates all real estate to assure equalization to market value. The scope of the Assessor's authority and responsibilities is controlled by the statutes of the Commonwealth of Virginia. Included in the valuation of all real property are reassessments, property splits, consolidations, transfers of real estate, zoning changes, new subdivisions and new construction.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**998,196**	**1,107,070**	**1,147,392**	**3.6%**
Salaries & Fringe Benefits	926,094	991,578	1,028,261	3.7%
Operating	56,389	115,492	119,131	3.2%
Capital Outlay	15,713	-	-	----
Revenues	**998,196**	**1,107,070**	**1,147,392**	**3.6%**
General Fund Revenue	998,196	1,107,070	1,147,392	3.6%
Per capita cost of operating department	**$ 9.17**	**$ 10.03**	**$ 10.24**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**11.00**	**12.00**	**12.00**	
Full-time Positions	11.00	12.00	12.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

All areas of the County (48,311 parcels) were evaluated for 2018 with 15,500 parcels or 32.0% receiving changes. The Assessor's office has maintained sales to assessment ratios of approximately 94.8% while keeping coefficient of dispersion levels (a measure of assessment equity) of less than 10%, as well as few appeals to the Board of Equalization resulting in valuation changes. The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. The Operating increase is due primarily to increased funding ($4,200) for assessment notices and new ongoing software maintenance costs ($6,000) associated with the FY18 purchase of a Field Data Collection System. These increases are partly offset by the expiration of one-time funding in FY18.

Assessor

GOALS & OBJECTIVES

- Continue to deliver quality customer service through dedicated, competent staff;
- Continue to develop an office that conforms to the highest industry standards for the mass appraisal of real estate;
- Maintain and enhance the Computer Aided Mass Appraisal (CAMA) system to further streamline and enhance functions of the Office;
- Fairly and equitably assess the real estate in the county annually and provide accurate property information;
- Appraise all new construction, additions and improvements in a timely manner; and,
- Complete 100% of all assigned assessments effective for January 1.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Real estate property assessed as of Jan. 1	100%	100%	100%	100%
Coefficient of Dispersion levels	6%	<10%	<10%	<10%
Successful appeals as % of total assessed value	<1%	<1%	<1%	<1%
Board of Equalization adjustments as % of total assessed value	<0.5%	<0.5%	<0.5%	<0.5%
Sales to assessment ratios as % of total assessed value	95%	>90%	>90%	>90%
Taxable parcels of land	46,721	48,000	48,000	48,000
Non-taxable parcels of land	931	1,000	1,000	1,000
New lots	381	750	750	750
Percent of appraisal staff with professional designations	50%	50%	50%	50%
Percent of appraisal staff with state license	90%	100%	100%	100%

Board of Supervisors

DESCRIPTION

The Board of Supervisors is a seven-member body elected to four-year terms by registered voters as representatives of each of the County's seven magisterial districts. The Board of Supervisors has both administrative and legislative responsibilities including, but not limited to, adopting the County budget; levying County taxes; appropriating funds; approving and enforcing ordinances; and establishing policies and procedures to efficiently and effectively improve the overall quality of life in Hanover County. In addition, the Board appoints the positions of County Administrator, County Attorney, School Board members, Community Services Board members, Social Services Board members, Pamunkey Regional Library Board members and Planning Commissioners, among others.

Board meetings are traditionally held the second and fourth Wednesday of each month and are open to the general public. The Board provides residents with open lines of communication with which to voice concerns and suggestions and seeks to provide the most cost effective and efficient government services to Hanover residents.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**525,433**	**573,887**	**584,085**	**1.8%**
Salaries & Fringe Benefits	304,879	308,839	314,745	1.9%
Operating	210,141	265,048	269,340	1.6%
Capital Outlay	10,413	-	-	----
Revenues	**525,433**	**573,887**	**584,085**	**1.8%**
General Fund Revenue	525,357	573,887	584,085	1.8%
Local Revenue	76	-	-	----
Per capita cost of operating department	**$ 4.83**	**$ 5.20**	**$ 5.22**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**4.50**	**4.50**	**4.50**	
Full-time Positions	1.00	1.00	1.00	
Part-time Positions	3.50	3.50	3.50	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment and a budgeted increase for the Board of Supervisors. The Operating increase is due primarily to a $33,700 adjustment to cover costs associated with a change in publication advertising. This increase is partly offset by the expiration of one-time funding in FY18.

Board of Supervisors

GOALS & OBJECTIVES

- Achieve the goals of the County's Strategic Plan to best serve its citizens and businesses;
- Provide high quality customer service while promoting citizen engagement;
- Provide sound financial and infrastructure management;
- Promote citizen independence and a high quality of life;
- Provide an environment for life-long learning;
- Create strategic business investment that enhances quality of life;
- Be a safe community; and,
- Have a vibrant community while preserving natural and cultural resources.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Adopt Budget, Capital Improvements Program and Five-Year General Fund Financial Plan	4/13/2016	4/12/2017	4/12/2017	4/11/2018

Commissioner of the Revenue

DESCRIPTION

The Commissioner of the Revenue is a Constitutional Officer elected every four (4) years by the citizens of Hanover County.

The Real Property Division prepares and maintains information in the Land Records Book and submits final assessments to the Treasurer for tax billing. Duties include incorporating land transfers and splits into the tax records, reviewing wills and preparing and maintaining land parcel maps. Applications for land use tax deferrals and tax relief for the elderly and disabled are processed and administered by the Real Property Division.

The Personal Property Division prepares information for the Personal Property Tax Book by assessing all vehicles, boats, motorcycles, trailers, airplanes and mobile homes (193,493 items in 2017). In cooperation with the Virginia Department of Taxation, the Division assists the public in the completion of income tax filing forms, processes filings and performs initial audits for accuracy. The Personal Property Division works closely with the Division of Motor Vehicles (DMV) for vehicle transfers and registrations. In 2017, the Division assisted with the processing of 6,588 State income tax returns and 32,740 DMV transactions

The Business Property Division is responsible for all business taxes, licenses and associated records. Tax categories overseen by this Division include business personal property, machinery and tools, merchant's capital, transient occupancy and contractor's business licenses.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,402,471**	**1,501,720**	**1,568,211**	**4.4%**
Salaries & Fringe Benefits	1,299,454	1,352,226	1,380,815	2.1%
Operating	103,017	119,494	187,396	56.8%
Capital Outlay	-	30,000	-	-100.0%
Revenues	**1,402,471**	**1,501,720**	**1,568,211**	**4.4%**
General Fund Revenue	1,024,348	1,146,720	1,197,211	4.4%
Local Revenue	131,781	103,000	116,000	12.6%
Intergovernmental	246,342	252,000	255,000	1.2%
Per capita cost of operating department	**$ 12.89**	**$ 13.60**	**$ 14.00**	
Generated Revenue Percent	**27.0%**	**23.6%**	**23.7%**	
General Fund Revenue Percent	**73.0%**	**76.4%**	**76.3%**	
Full-time Equivalents (FTE)	**18.00**	**18.00**	**19.00**	
Full-time Positions	18.00	18.00	19.00	
Part-time Positions	-	-	-	

Commissioner of the Revenue

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan (SLP) funding to turn part-time non-benefited funding into one (1) full-time Tax Revenue Specialist ($41,450) and a countywide compensation adjustment. Operating includes a $60,000 net increase to software services for the CIP-funded County Revenue Management System being purchased in FY18. This increase is partly offset by the expiration of one-time funding in FY18. Operating also includes SLP funding for recurring costs for the Tax Revenue Specialist position ($180). The full cost of the SLP position will be covered with revenue received from DMV Select services.

GOALS & OBJECTIVES

- Issue business licenses by March 1;
- Update files for real estate transfers and wills by March 1;
- Process tax relief applications for the elderly and disabled by March 1 and June 30;
- Process land use applications by November 1 and February 1;
- Assess real estate taxes and complete the Land Book by April 1;
- Process and audit State income taxes by June 1;
- Prorate and assess all classes of personal property by December 31;
- Monitor sales tax revenue monthly and prepare reports to track changes/trends; and,
- Assess and administer local option taxes on a monthly basis.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Accounts in personal property file	91,400	93,500	92,950	94,340
Real estate transfers	4,079	4,085	4,125	4,150
Review of will disbursements	294	300	300	300
Land use applications	160	190	175	175
Land use parcels	3,552	3,600	3,600	3,600
Tax relief applications	1,547	1,550	1,550	1,540
Tax relief applications qualified	1,447	1,400	1,425	1,410
State income tax returns processed	5,274	4,650	5,275	5,300
Tax forms processed	1,440	1,710	1,450	1,450

ASSESSED VALUE OF TAXABLE PROPERTY

(Calendar Year, Dollars in Millions)	2014	2015	2016	2017
Real estate	$ 12,811.8	$ 13,826.8	$ 14,289.8	$ 14,858.3
Personal property	1,393.7	1,452.7	1,565.2	1,643.6
Machinery and tools	47.1	49.9	59.0	53.1
Merchants' capital	57.0	63.4	67.9	76.5
Public service corporations	623.4	600.0	624.3	634.4
Total	**$ 14,933.0**	**$ 15,992.8**	**$ 16,606.2**	**$ 17,265.9**

Source: CAFR Schedule, p. 140

Comprehensive Annual Financial Report 2017

County Administrator

DESCRIPTION

The County Administrator directs the daily operations of the County Government, provides advice and policy recommendations to the Board of Supervisors and provides long-range planning of government operations. The office is also responsible for implementing the policies and procedures established by the Board of Supervisors. The department advises and evaluates department heads and other personnel consistent with present and future community needs and in conformity with all laws, policies and direction provided by the Board. This office also provides administrative oversight over the Board of Supervisors' budget and activities, as well as serving as the agent for the Board's initiatives, policy-setting goals and other focus areas.

The Public Information Office is a component of the County Administrator's budget and is responsible for providing timely and accurate information on County services, programs and issues to the public through such means as the Hanover Review newsletter and an e-mail distribution list ("Hanover Access News").

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,204,285**	**1,287,236**	**1,314,807**	**2.1%**
Salaries & Fringe Benefits	1,130,311	1,197,594	1,227,743	2.5%
Operating	73,974	89,642	87,064	-2.9%
Revenues	**1,204,285**	**1,287,236**	**1,314,807**	**2.1%**
General Fund Revenue	1,204,285	1,287,236	1,314,807	2.1%
Per capita cost of operating department	**$ 11.07**	**$ 11.66**	**$ 11.74**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**7.00**	**7.00**	**7.70**	
Full-time Positions	7.00	7.00	7.00	
Part-time Positions	-	-	0.70	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding to turn non-benefited part-time funding to a 0.7 FTE Public Information Specialist position ($29,110) and a countywide compensation adjustment. The budget is also impacted by the conversion of the County Administrator's leased vehicle expenses under Operating to a vehicle stipend under Salaries & Fringe Benefits. The resulting Operating decrease is partly offset by Service Level Plan funding of one-time costs for the new position ($3,430).

County Administrator

GOALS & OBJECTIVES

- Provide leadership and direction to staff in conducting the business of the County;
- Provide administrative and managerial support and professional advice to the Board of Supervisors;
- Develop and implement programs, policies and procedures to ensure the provision of effective and efficient government services;
- Present and recommend balanced annual operating and capital budgets;
- Formulate Board initiatives; and,
- Provide public information.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast*	FY19 Budget
Size of budget (in millions)	$ 442.4	$ 440.5	$ 540.8	$ 463.1
Total number of FTE (includes Schools)**	3,608.12	3,642.42	3,655.42	3,684.32

** FY18 Forecast includes reappropriation from the prior year plus Board-approved mid-year additions.*

*** FY18 Budget FTEs have been restated due to the conversion over to a new human resource system and additional corrections by the Schools.*

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County Attorney

DESCRIPTION

The County Attorney represents the County in all civil legal matters and is responsible for providing a full range of legal services to the Board of Supervisors and all Boards, departments, agencies, Constitutional offices and employees of the County, as well as the School Board and School divisions. This office drafts or reviews proposed County ordinances and represents the County and its agencies in litigation. In addition, this office supervises work performed by outside legal counsel, maintains and updates the Hanover County Code, responds to resident inquiries and drafts or reviews all deeds, leases, contracts, bonds and other legal documents.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,136,880**	**1,195,867**	**1,193,005**	**-0.2%**
Salaries & Fringe Benefits	1,081,631	1,125,083	1,127,972	0.3%
Operating	55,249	70,784	65,033	-8.1%
Revenues	**1,136,880**	**1,195,867**	**1,193,005**	**-0.2%**
General Fund Revenue	1,136,880	1,195,867	1,193,005	-0.2%
Per capita cost of operating department	**$ 10.45**	**$ 10.83**	**$ 10.65**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**8.00**	**8.00**	**8.00**	
Full-time Positions	8.00	8.00	8.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. The Operating decrease is due primarily to reductions in funding for printing and binding, professional services and small capital outlay.

GOALS & OBJECTIVES

- Provide prompt and effective legal assistance to all County elected and appointed Boards, Constitutional Officers and departments.

Finance & Management Services

DESCRIPTION

Finance & Management Services is responsible for the financial management and planning of the County. This includes establishing and maintaining effective controls over the County's financial activities, providing accurate financial information to all County and School Board departments in a timely manner and coordinating the annual budget and monitoring compliance after adoption.

The Accounting Division coordinates the annual audit and prepares the annual audited financial reports. Accounting also provides the support services for payroll, accounts payable, financial reporting and debt management.

The Budget Division facilitates the annual budget process in support of the County Administrator and Board of Supervisors, and in cooperation with County-funded departments and agencies. Budget supports departments and agencies throughout the year to implement the adopted budget and ensure prudent use of County resources.

The Purchasing Division serves as administrative agent in the procurement of all goods and services above a $5,000 unit cost as well as all procurement card oversight and disposal of surplus property. Purchasing's primary responsibilities include oversight, review and assistance in preparation of specifications, commodity bidding, solicitation and oversight review of professional and non-professional service proposals.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,830,737**	**1,951,314**	**2,004,887**	**2.7%**
Salaries & Fringe Benefits	1,729,383	1,837,347	1,900,565	3.4%
Operating	101,354	113,967	104,322	-8.5%
Revenues	**1,830,737**	**1,951,314**	**2,004,887**	**2.7%**
General Fund Revenue	1,780,098	1,951,314	2,004,887	2.7%
Local Revenue	50,639	-	-	----
Per capita cost of operating department	**$ 16.83**	**$ 17.67**	**$ 17.90**	
Generated Revenue Percent	**2.8%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**97.2%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**22.00**	**22.00**	**22.00**	
Full-time Positions	22.00	22.00	22.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes a countywide compensation adjustment and a vacancy being filled above grade minimum. The Operating decrease is due primarily to ending support for legacy financial systems after the successful transition to a new system. This is partly offset by Service Level Plan recurring funding for software system change management ($6,300).

Finance & Management Services

GOALS & OBJECTIVES

- Maintain AAA bond rating and high measures of fiscal responsibility;
- Maintain and update long-term financial plans;
- Maintain Debt Policy compliance ratios; and,
- Receive Government Finance Officers Association (GFOA) Budget and Financial Certification awards.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Bond Rating	AAA	AAA	AAA	AAA
Number of budget transfers processed	638*	250	450	475
Number of purchase orders issued	1,121	n/a**	1,250	1,250
Number of payroll checks processed	110,400	n/a**	117,700	118,000
Number of accounts payable checks issued	21,547	n/a**	22,900	23,000
Number of journal entries processed	1,379	n/a**	1,650	1,700

** FY17 impacted by transition to a new financial system.*
*** New Service Level for FY19 Adopted Budget.*

Human Resources

DESCRIPTION

Human Resources provides support services to county departments, Constitutional offices, the Pamunkey Regional Jail and the Pamunkey Regional Library. Primary areas of responsibility include policy development and interpretation, recruitment and selection, benefits, compensation, employee relations, training and performance management. Human Resources serves as the coordinating office to ensure fair and consistent application of county Human Resources policies in conformance with federal, state and local laws and regulations.

Human Resources functions to help make Hanover County an attractive place to work for both current and prospective employees. Human Resources is able to accomplish this by working directly with the departments to understand their needs and help them meet their staffing goals. To ensure our competitiveness in the region, the department evaluates employee compensation and benefits programs among our public and private sector peers. To ascertain employee satisfaction, Human Resources monitors the climate of the County workforce through employee surveys and other mechanisms.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,127,392**	**1,133,906**	**1,197,344**	**5.6%**
Salaries & Fringe Benefits	748,797	789,863	892,895	13.0%
Operating	378,595	344,043	303,949	-11.7%
Capital Outlay	-	-	500	----
Revenues	**1,127,392**	**1,133,906**	**1,197,344**	**5.6%**
General Fund Revenue	1,127,392	1,133,906	1,197,344	5.6%
Per capita cost of operating department	**$ 10.36**	**$ 10.27**	**$ 10.69**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**8.00**	**8.00**	**9.00**	
Full-time Positions	8.00	8.00	9.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for one (1) Human Resources Coordinator II position ($78,778) and a countywide compensation adjustment. Service Level Plan funding for the new position also includes recurring ($1,750) and one-time ($2,300) Operating funding and one-time Capital Outlay ($500). The overall Operating decrease is due primarily to a reduction in professional services for consultants. Countywide employee recognition has been reclassified from Salaries & Fringe Benefits to Operating. FY17 and FY18 subtotals have been restated to reflect this change.

Human Resources

GOALS & OBJECTIVES

- Develop Human Resources Strategic Plan, incorporating the County's mission, vision and focus areas;
- Partner with consultants and health care providers to streamline employee health and wellness programs;
- Continue partnership with Information Technology and Payroll to add functionality to the new Human Resource/Payroll system in an effort to improve efficiencies and access to managers;
- Partner with departments to maintain internal training programs that ensure development opportunities for all employees;
- Manage regional compensation data to ensure comparable pay scales are up-to-date for benchmark purposes and internal data is reviewed for equity purposes; and,
- Utilize new Human Resource/Payroll system (and consultants as necessary) to ensure Affordable Care Act (ACA) reporting compliance, Fair Labor Standards Act (FLSA) compliance and Family and Medical Leave Act (FMLA) management.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Applications received*	7,228	7,500	7,125	7,500
Positions filled**	311	300	315	325
Total full-time employees	1,078	1,100	1,120	1,150
Total part-time employees***	517	560	550	575
Pamunkey Regional Library employees	133	140	140	142
Pamunkey Regional Jail employees	124	135	135	137
Grievances per 1,000 employees	2	5	5	5
Number of training classes offered	73	80	51	80

** Includes full-time and part-time positions*
*** FY17 Actual includes 51 Election Officials.*
**** FY17 Actual includes 95 seasonal recreation staff and 274 Officers of Election*

Information Technology

DESCRIPTION

Information Technology endeavors to attain the highest levels of technical proficiency, maintain secure available systems and assure data integrity. Department services are focused on implementing, operating and maintaining County computer systems, as well as a wide area network which provides access to the County's central computer systems and various state systems. The County's major systems include email, website, financial management, payroll, tax assessment and billing, computer aided dispatch, public safety records management, utility billing, building permits, plan tracking and code enforcement. Information Technology's role in meeting the system and technological needs of departments and related entities is to continue to provide the support and leadership, where applicable, in ensuring a 24/7 fully functioning computer and system environment, with proper security, controls, archives and contingency plans.

The Geographic Information System (GIS) division is responsible for maintaining, developing and distributing geographic related data sets and applications. The GIS program provides service and support to public safety, community development and other County agency operations.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**4,266,938**	**4,583,383**	**4,630,317**	**1.0%**
Salaries & Fringe Benefits	3,541,129	3,789,653	3,837,640	1.3%
Operating	724,309	793,730	792,677	-0.1%
Capital Outlay	1,500	-	-	----
Revenues	**4,266,938**	**4,583,383**	**4,630,317**	**1.0%**
General Fund Revenue	4,266,938	4,583,383	4,630,317	1.0%
Per capita cost of operating department	**$ 39.22**	**$ 41.52**	**$ 41.34**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**35.00**	**35.00**	**35.00**	
Full-time Positions	35.00	35.00	35.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. Operating is nearly level-funded. The expiration of one-time funding in FY18 is largely offset by Service Level Plan funding of one-time costs for security management and analysis software ($25,000).

Information Technology

GOALS & OBJECTIVES

- Provide quality customer service and support;
- Create partnerships to implement solutions;
- Improve communication at all levels;
- Empower users to leverage technology;
- Support citizen and business access to County services;
- Support mobile and emerging technologies;
- Ensure a secure and reliable information system environment;
- Enhance and expand technology;
- Implement software applications that meet customer needs;
- Focus resources on priority investments; and,
- Establish an environment of innovation.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Personal computers and network stations	1,095	1,040	1,100	1,110
Printing devices (personal, network, copiers)	457	680	460	465
Rugged systems (Panasonic Toughbooks, GeTac, Dell Rugged)	198	275	205	215
Total network connected buildings	53	60	53	53
iNet fiber connections	9	6	9	9
County private fiber connections	17	23	17	17
County microwave	4	4	4	4
Commercial broadband - wired	19	17	19	19
Commercial broadband - wireless	4	6	4	4
Commercial T1 service	5	5	5	5
Total supported servers & systems:				
iSeries (AS400) physical servers	2	2	2	2
iSeries (AS400) virtual server partitions	2	2	2	2
Windows server virtualization rate	87%	86%	88%	88%
IT services & applications supported	169	171	170	172
County web site unique page views - monthly average	123,701	99,000	125,000	130,000
GIS web site hits - monthly average	393,180	345,000	395,000	400,000
GIS web site visits - monthly average	26,093	15,000	27,000	28,000
Total request for services	7,884	7,500	7,700	7,800
General application support	946	1,325	1,100	1,000
General server systems support	2,117	1,500	2,025	2,050
General desktop/device support	1,452	1,600	1,500	1,575
General network support	246	300	275	300
Operations & user support (passwords, acct. maintenance, etc.)	3,123	2,775	2,800	2,875
Data loss due to intrusions/viruses	Zero Loss	Zero Loss	Zero Loss	Zero Loss

Internal Audit

DESCRIPTION

Internal Audit conducts performance, financial and compliance audits of County, School Board, Pamunkey Regional Library and Pamunkey Regional Jail activities. Audit results and recommendations are reported to the respective Boards, Finance Committee, Administration and agency reviewed. The Internal Auditors work closely with the Board and Administration to ensure the County provides quality service to the public through functions that are performed efficiently, effectively and in compliance with applicable laws and regulations. Internal Audit develops an annual audit plan that is approved by the Finance Committee of the Board of Supervisors. The department also maintains the County's Fraud, Waste and Abuse Hotline.

Previous audits have identified performance recommendations that have resulted in business opportunities and position reclassifications in several departments. Internal Audit has trained and maximized its own resources to assist with countywide training in the areas of fraud and ethics.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**270,530**	**307,343**	**314,111**	**2.2%**
Salaries & Fringe Benefits	258,721	273,596	279,531	2.2%
Operating	11,809	33,747	34,580	2.5%
Revenues	**270,530**	**307,343**	**314,111**	**2.2%**
General Fund Revenue	270,530	307,343	314,111	2.2%
Per capita cost of operating department	**$ 2.49**	**$ 2.78**	**$ 2.80**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**2.65**	**2.65**	**2.65**	
Full-time Positions	2.00	2.00	2.00	
Part-time Positions	0.65	0.65	0.65	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. The Operating increase is due primarily to increases in temporary assistance for technology audits and one-time funding for non-cyclical computer equipment replacements.

Internal Audit

GOALS & OBJECTIVES

- Develop, implement and execute an annual Internal Audit Plan adopted by the Board of Supervisors;
- Evaluate risk environments and systems of internal controls;
- Follow-up on prior internal audit recommendations and provide departmental assistance;
- Perform special projects to support Board initiatives and assist County Administration;
- Coordinate regional and external audit services;
- Meet Internal Audit Performance Measurement goals; and,
- Perform audits in accordance with Generally Accepted Government Auditing Standards.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Number of internal audits performed	8	10	7	10
Average internal audit cycle (years)	9	9	9	9
Percent of audit universe audited to date	70%	72%	85%	95%

Registrar

DESCRIPTION

The Registrar's office is under the Electoral Board and implements the election laws of the Commonwealth of Virginia. The Electoral Board is a three (3) member Board appointed by the Circuit Court to administer the election laws and other regulations promulgated by the State Board of Elections. The Electoral Board appoints the General Registrar, over 250 election officials and voting machine custodians. Primary functions of the Registrar are to accept statewide voter registration applications and to maintain records of such residents pursuant to State law. The Electoral Board accepts Campaign Finance Disclosure Reports from candidates who run for positions within the County. These reports are maintained for public inspection along with other election records from previous elections. The Electoral Board also supervises the elections to verify compliance with the law and verifies the results to the State Board of Elections.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**497,579**	**434,506**	**494,187**	**13.7%**
Salaries & Fringe Benefits	324,689	280,885	295,487	5.2%
Operating	165,254	131,421	120,400	-8.4%
Capital Outlay	7,636	22,200	78,300	252.7%
Revenues	**497,579**	**434,506**	**494,187**	**13.7%**
General Fund Revenue	443,675	381,506	441,187	15.6%
Local Revenue	700	-	-	----
Intergovernmental	53,204	53,000	53,000	0.0%
Per capita cost of operating department	**$ 4.57**	**$ 3.94**	**$ 4.41**	
Generated Revenue Percent	**10.8%**	**12.2%**	**10.7%**	
General Fund Revenue Percent	**89.2%**	**87.8%**	**89.3%**	
Full-time Equivalents (FTE)	**3.00**	**3.00**	**3.00**	
Full-time Positions	3.00	3.00	3.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes a countywide compensation adjustment and a vacancy being filled above grade minimum. The Operating decrease is due primarily to the expiration of one-time funding in FY18. This is partly offset by increases in funding for mileage reimbursement and educational training. The Service Level Plan adds one-time Capital Outlay for twenty (20) ADA voting machines ($66,300) and twenty (20) electronic poll books ($12,000), as well as recurring Operating funding for the electronic poll books ($800).

Registrar

GOALS & OBJECTIVES

- Develop election life cycle standards in order to save taxpayer dollars;
- Seek State and Federal funding and grants for the County's voter registration and election needs;
- Continue to partner with the Virginia Department of Elections, Virginia General Registrar Association, Virginia Electoral Board Association and citizens to monitor legislative and election law changes impacting the County; and,
- Support the vision and mission of the County's Administration through partnerships with the community and citizens.

SERVICE LEVELS	FY17 Actual	FY18 Budget*	FY18 Forecast	FY19 Budget
Registered voters:				
Number of registered voters	76,869	--	80,000	79,000
Voting age population	79,782	--	81,500	81,000
Percent of population	75%	--	75%	75%
Percent of eligible voters	96%	--	98%	97%
Voter turnout:				
Number of voters	43,204	--	43,047	59,250
Percent of registered voters	56%	--	54%	75%
Percent of eligible voters	54%	--	53%	73%

** Adjusted measurement methods since FY18 Budget. Service Levels shown use comparable methods.*

Treasurer

DESCRIPTION

The Treasurer is a Constitutional Officer elected every four (4) years by the citizens of Hanover County. The Treasurer is charged with collecting taxes and other revenue of the County. Tax collection involves the billing and collection of current receivables and the management of a delinquent collection program. The Treasurer is responsible for the safeguarding of receipts and managing the County's investment program and banking relationships.

For many years now, this office has attained an almost 100% collection rate on taxes owed within one year of the due date. Additionally, the Treasurer oversees an investment portfolio that has consistently outperformed established investment return benchmarks.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,408,555**	**1,545,021**	**1,611,060**	**4.3%**
Salaries & Fringe Benefits	1,173,925	1,274,690	1,279,938	0.4%
Operating	234,630	270,331	331,122	22.5%
Revenues	**1,408,555**	**1,545,021**	**1,611,060**	**4.3%**
General Fund Revenue	1,015,904	1,287,021	1,351,060	5.0%
Local Revenue	174,420	35,000	35,000	0.0%
Intergovernmental	218,231	223,000	225,000	0.9%
Per capita cost of operating department	**$ 12.95**	**$ 13.99**	**$ 14.38**	
Generated Revenue Percent	**27.9%**	**16.7%**	**16.1%**	
General Fund Revenue Percent	**72.1%**	**83.3%**	**83.9%**	
Full-time Equivalents (FTE)	**15.50**	**16.50**	**16.50**	
Full-time Positions	15.00	16.00	16.00	
Part-time Positions	0.50	0.50	0.50	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes a countywide compensation adjustment. Operating includes a $60,000 net increase to software services for the new CIP-funded County Revenue Management System being purchased in FY18.

Treasurer

GOALS & OBJECTIVES

- Maintain core services;
- Continue to provide excellent service to citizens, businesses and internal departments while transitioning into a new building and implementing a new tax system;
- Prepare accurate and timely reconciliations (bank within 30 days, tax within 45 days);
- Phase out annual dog licensing;
- Maintain online tax inquiry and payment systems;
- Maintain high collection rates; and,
- Implement new County Revenue Management System.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Tax collected in fiscal year	98.4%	95.0%	95.0%	95.0%

PROPERTY TAX LEVIES AND COLLECTIONS	FY14	FY15	FY16	FY17
General property taxes levied for the Fiscal Year	138,899,948	144,003,614	147,705,971	157,129,677
Collected within the Fiscal Year of the levy:				
Amount	137,555,596	143,368,974	144,943,605	154,661,526
Percentage of levy	99.0%	99.6%	98.1%	98.4%
Collections in subsequent years	1,061,004	35,564	1,474,898	-
Total Collections to Date:				
Amount	138,616,600	143,404,538	146,418,503	154,661,526
Percentage of levy	99.8%	99.6%	99.1%	98.4%

Source: CAFR Schedule, p. 143

Comprehensive Annual Financial Report 2017

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Human Services

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**22,093,541**	**23,926,097**	**25,809,598**	**7.9%**
Children's Services Act	4,267,171	4,585,000	5,829,000	27.1%
Community Resources	373,222	389,196	415,881	6.9%
Community Services Board	10,067,978	10,918,110	11,276,308	3.3%
Health	574,000	584,000	619,177	6.0%
Social Services	5,163,107	5,791,491	5,854,232	1.1%
Tax Relief	1,648,063	1,658,300	1,815,000	9.4%
Expenditures - by Category	**22,093,541**	**23,926,097**	**25,809,598**	**7.9%**
Salaries & Fringe Benefits	12,874,873	13,899,643	14,376,743	3.4%
Operating	9,167,455	10,026,454	11,432,455	14.0%
Capital Outlay	51,213	-	400	----
Revenues	**22,093,541**	**23,926,097**	**25,809,598**	**7.9%**
General Fund Revenue	9,424,309	10,943,751	11,687,698	6.8%
Local Revenue	3,372,870	3,198,972	3,298,300	3.1%
Intergovernmental	9,296,362	9,783,374	10,823,600	10.6%
Generated Revenue Percent	**57.3%**	**54.3%**	**54.7%**	
General Fund Percent	**42.7%**	**45.7%**	**45.3%**	
Full-time Equivalents (FTE)	**187.17**	**190.12**	**194.62**	
Full-time Positions	179.00	182.00	185.00	
Part-time Positions	8.17	8.12	9.62	

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Children's Services Act	**-**	**-**	**-**	**-**	**-**
Community Resources	**4.00**	**4.00**	**0.50**	**4.50**	**0.50**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
CASA VOLUNTEER COORDINATOR	**1.00**	1.00	-	**1.00**	-
COMMUNITY RESOURCES ADMINISTRATOR	**1.00**	1.00	-	**1.00**	-
SENIOR SERVICES SPECIALIST	**-**	-	0.50	**0.50**	0.50
YOUTH SERVICES SPECIALIST	**1.00**	1.00	-	**1.00**	-
Community Services Board	**133.84**	**126.00**	**7.84**	**133.84**	**-**
ACCOUNTANT	**1.00**	1.00	-	**1.00**	-
ADMINISTRATIVE ASSISTANT	**11.55**	10.00	1.55	**11.55**	-
CASE MANAGER	**22.50**	22.00	0.50	**22.50**	-
CLINICAL SUPERVISOR	**8.00**	8.00	-	**8.00**	-
CLINICIAN	**30.79**	30.00	0.79	**30.79**	-
CUSTOMER SERVICE MANAGER	**1.00**	1.00	-	**1.00**	-
DIVISION DIRECTOR BEHAV HEALTH WELL	**1.00**	1.00	-	**1.00**	-
DIVISION DIRECTOR BUSINESS OPERATIONS	**1.00**	1.00	-	**1.00**	-
DIVISION DIRECTOR INTELL DISAB SVCS	**1.00**	1.00	-	**1.00**	-
EXECUTIVE DIRECTOR OF CSB	**1.00**	1.00	-	**1.00**	-
FINANCIAL TECHNICIAN	**1.00**	1.00	-	**1.00**	-
OUTREACH AND INTAKE SPECIALIST	**1.00**	1.00	-	**1.00**	-
PEER COUNSELOR	**2.00**	2.00	-	**2.00**	-
PREVENTION SPECIALIST	**2.15**	1.00	1.15	**2.15**	-
PROGRAM COORDINATOR I	**4.00**	4.00	-	**4.00**	-
PROGRAM COORDINATOR II	**5.00**	5.00	-	**5.00**	-
PSYCHIATRIC NURSE	**2.00**	2.00	-	**2.00**	-
PSYCHIATRIC NURSE SUPERVISOR	**1.00**	1.00	-	**1.00**	-
PSYCHIATRIST	**2.00**	2.00	-	**2.00**	-
QUALITY ASSURANCE COORDINATOR	**1.00**	1.00	-	**1.00**	-
REIMBURSEMENT MANAGER	**1.00**	1.00	-	**1.00**	-
SUPPORTS COORDINATION SUPERVISOR	**2.00**	2.00	-	**2.00**	-
SYSTEMS ADMINISTRATOR - SENIOR	**1.00**	1.00	-	**1.00**	-
TRAINING SPECIALIST	**25.85**	22.00	3.85	**25.85**	-
TRAINING SPECIALIST SUPERVISOR	**3.00**	3.00	-	**3.00**	-
TRANSPORTATION SUPERVISOR	**1.00**	1.00	-	**1.00**	-
Health	**-**	**-**	**-**	**-**	**-**

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Social Services	**56.28**	**55.00**	**1.28**	**56.28**	**-**
ADMINISTRATIVE ASSISTANT	**2.00**	2.00	-	**2.00**	-
ASSISTANT DIRECTOR OF SOCIAL SERVICES	**1.00**	1.00	-	**1.00**	-
BENEFIT PROGRAMS SPECIALIST	**20.00**	20.00	-	**20.00**	-
BENEFIT PROGRAMS SUPERVISOR	**3.00**	3.00	-	**3.00**	-
BUDGET/MANAGEMENT ANALYST	**1.00**	1.00	-	**1.00**	-
CHILDREN SERVICES ACT COORDINATOR	**1.00**	1.00	-	**1.00**	-
CUSTOMER SERVICE AGENT	**4.28**	3.00	1.28	**4.28**	-
DIRECTOR OF SOCIAL SERVICES	**1.00**	1.00	-	**1.00**	-
FAMILY SERVICES SPECIALIST	**14.00**	14.00	-	**14.00**	-
FAMILY SERVICES SUPERVISOR	**3.00**	3.00	-	**3.00**	-
FINANCIAL TECHNICIAN	**1.00**	1.00	-	**1.00**	-
FRAUD INVESTIGATOR	**1.00**	1.00	-	**1.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
PROGRAM COORDINATOR II	**1.00**	1.00	-	**1.00**	-
QUALITY ASSURANCE COORDINATOR	**1.00**	1.00	-	**1.00**	-
SYSTEMS ADMINISTRATOR - SENIOR	**1.00**	1.00	-	**1.00**	-
Tax Relief	**-**	**-**	**-**	**-**	**-**
Total	**194.12**	**185.00**	**9.62**	**194.62**	**0.50**

Children's Services Act

DESCRIPTION

The Children's Services Act (CSA) (previously know as the Comprehensive Services Act) was passed by the 1992 General Assembly to develop a method to improve services for youth with emotional or behavioral problems and to control the escalating costs of residential care to State and local governments. The intent of the legislation was to create a collaborative system of services and funding that is child-centered, family-focused and community-based. The statute requires the establishment of a Community Policy and Management Team (CPMT) appointed by the Board of Supervisors. CPMT membership includes the department head (or designee) from Court Services, Hanover County Public Schools, Social Services and the Community Services Board. In addition, a private provider and community representative are included. The CSA specifies children for whom access to funds and services is mandated or protected.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**4,267,171**	**4,585,000**	**5,829,000**	**27.1%**
Operating	4,267,171	4,585,000	5,829,000	27.1%
Revenues	**4,267,171**	**4,585,000**	**5,829,000**	**27.1%**
General Fund Revenue	1,874,104	2,000,700	2,518,700	25.9%
Local Revenue	87,249	90,000	120,800	34.2%
Intergovernmental	2,305,818	2,494,300	3,189,500	27.9%
Per capita cost of operating department	**$ 39.22**	**$ 41.53**	**$ 52.04**	
Generated Revenue Percent	**56.1%**	**56.4%**	**56.8%**	
General Fund Revenue Percent	**43.9%**	**43.6%**	**43.2%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

FY18 expenses are forecasted to exceed budget. This increased baseline was used to formulate the budget increase for FY19. Both General Fund and Intergovernmental revenues increase accordingly.

GOALS & OBJECTIVES

- To ensure compliance with the policies and mission of the Children's Services Act;
- To effectively partner with stakeholders and families to improve outcomes for children and families served by Hanover CSA, through collaboration, creative problem-solving, best practice models and community based services;
- To continue cost containment and fiscal accountability of CSA funds through CSA vendor contracts and Utilization Review; and,
- To recover CSA expenditures by actively pursuing reimbursements.

Children's Services Act

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Total youth served	122	160	125	130
Youth in congregate care	30	n/a*	20	22
Youth in private day	51	n/a*	55	60
Youth served through community-based services	53	n/a*	55	60
Percent of total CSA costs for community-based services	15%	n/a*	17%	13%

** New Service Level for FY19 Adopted Budget.*

Community Resources

DESCRIPTION

Community Resources promotes Hanover's people, tradition and spirit by mobilizing volunteers and maximizing available resources to address community needs. To support this mission, the department works with citizens, government departments and local non-profit agencies to identify resources to address individual and community needs. The department administers a number of programs, including the Court Appointed Special Advocate (CASA), Youth Services and Volunteer Services Programs. The CASA Program utilizes trained community volunteers to advocate for abused and neglected children involved in the Juvenile Court system. The Youth Services Program facilitates the Hanover Youth Service Council (HYSC), a group of middle and high school students dedicated to planning and implementing service projects as well as promoting youth service in the community. Finally, the Volunteer Services Program promotes opportunities for citizens to volunteer to support County departments and local community service programs.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**373,222**	**389,196**	**415,881**	**6.9%**
Salaries & Fringe Benefits	275,955	291,574	314,829	8.0%
Operating	97,267	97,622	100,652	3.1%
Capital Outlay	-	-	400	----
Revenues	**373,222**	**389,196**	**415,881**	**6.9%**
General Fund Revenue	284,514	311,196	337,881	8.6%
Local Revenue	9,962	8,000	8,000	0.0%
Intergovernmental	78,746	70,000	70,000	0.0%
Per capita cost of operating department	**$ 3.43**	**$ 3.53**	**$ 3.71**	
Generated Revenue Percent	**23.8%**	**20.0%**	**18.8%**	
General Fund Revenue Percent	**76.2%**	**80.0%**	**81.2%**	
Full-time Equivalents (FTE)	**4.00**	**4.00**	**4.50**	
Full-time Positions	4.00	4.00	4.00	
Part-time Positions	-	-	0.50	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for a 0.5 FTE Senior Services Specialist position ($21,359) and a countywide compensation adjustment. Service Level Plan funding for the new position also includes recurring ($590) and one-time ($2,610) Operating funding and one-time Capital Outlay ($400). Operating increases for software services, fees and miscellaneous charges and non-cyclical computer equipment replacement are primarily offset by the expiration of one-time funding in FY18.

Community Resources

GOALS & OBJECTIVES

- Participate in achieving goals of the county's strategic plan;
- Determine and implement strategies to meet the Department's mission of mobilizing community resources to address community needs;
- Continue to administer the Court Appointed Special Advocate Program for abused and neglected children;
- Promote youth service within the community through the Hanover Youth Service Council (HYSC) and expanded participation in Global Youth Service Day (GYSD);
- Provide and foster youth leadership and youth development opportunities throughout the county;
- Identify existing services and programs as well as develop new resources and partnerships to best connect, engage and support older adults and caregivers along the continuum of independence and care; and,
- Support countywide volunteer engagement and provide volunteer appreciation and recognition.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Volunteer hours reported	468,305	475,000	400,000	400,000
Hanover-specific volunteer opportunities posted	85	96	70	70
Volunteer profiles for Hanover residents	2,405	2,400	2,800	3,150
HYSC projects	34	37	37	37
HYSC service hours	1,116	1,180	1,000	1,020
CASA volunteers	12	12	15	13
Children served through CASA	29	30	30	30
Information & referral contacts	1,180	640	1,087	1,100
Information & referral sources provided	1,814	1,400	1,415	1,430
Supervised Youth Leadership Opportunities:				
Youth Leaders	252	340	400	450
Hours Served	172	540	423	450

Community Services Board

DESCRIPTION

The Community Services Board (CSB) provides a range of services and programs to county residents and is licensed by the Virginia Department of Behavioral Health and Developmental Services and accredited by Commission on Accreditation of Rehabilitation Facilities (CARF) International (an independent, nonprofit accreditor of health and human services agencies). The mission of the agency is "to partner with individuals to provide support and services in the areas of mental health, developmental disabilities and substance use disorders in their efforts to lead satisfying and productive lives in their communities". Primarily, services fall under one of two areas: 1) Mental Health, Substance Use Disorders and Prevention Services and 2) Developmental Disabilities Services.

Mental Health, Substance Use Disorders and Prevention Services include the following program areas: Emergency/Crisis Services, Outpatient Mental Health and Substance Abuse Services, Psychosocial Rehabilitation Services, Residential Support Services, Intensive Community Treatment (ICT) and Prevention Services. Developmental Disabilities Services include the Case Management, Day Health and Rehabilitation program areas.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**10,067,978**	**10,918,110**	**11,276,308**	**3.3%**
Salaries & Fringe Benefits	8,975,266	9,719,458	10,095,984	3.9%
Operating	1,041,499	1,198,652	1,180,324	-1.5%
Capital Outlay	51,213	-	-	----
Revenues	**10,067,978**	**10,918,110**	**11,276,308**	**3.3%**
General Fund Revenue	3,768,292	4,791,593	4,868,208	1.6%
Local Revenue	3,244,928	3,072,500	3,141,000	2.2%
Intergovernmental	3,054,758	3,054,017	3,267,100	7.0%
Per capita cost of operating department	**$ 92.54**	**$ 98.90**	**$ 100.68**	
Generated Revenue Percent	**62.6%**	**56.1%**	**56.8%**	
General Fund Revenue Percent	**37.4%**	**43.9%**	**43.2%**	
Full-time Equivalents (FTE)	**127.39**	**129.84**	**133.84**	
Full-time Positions	120.00	123.00	126.00	
Part-time Positions	7.39	6.84	7.84	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes four (4) positions added mid-year in FY18 and a countywide compensation adjustment. The Operating decrease is due primarily to funding client assistance at a level that is in line with actual spending.

Community Services Board

GOALS & OBJECTIVES

- Provide high quality, efficient and effective services and programs to individuals served;
- Implement mandated system changes to state programs, including CCC+ and STEP VA, and respond to emerging needs;
- Maximize revenue;
- Comply with regulatory requirements and performance standards;
- Address staff retention by providing necessary training, education and support;
- Utilize technology resources to support efficient and accessible client care; and,
- Engage staff at all levels to lead and innovate.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Mental health services:				
Acute psychiatric or inpatient services	22	20	10	15
Outpatient services	755	775	700	725
Assertive community treatment	65	70	70	75
Case management services	752	715	750	775
Rehabilitation	73	85	75	80
Supported employment	14	10	13	15
Developmental disabilities services:				
Case management services	216	185	215	215
Rehabilitation	35	30	32	30
Supported employment (individual & group)	100	100	75	75
Supportive residential services	36	40	35	35
Substance abuse services:				
Outpatient services	227	200	200	225
Case management services	425	310	385	400
Intensive residential services	26	20	13	20
Emergency services:				
Emergency services	711	660	660	675
Consumer monitoring	240	235	235	240
Assessment and evaluation services	1,216	1,000	1,000	1,000

Health

DESCRIPTION

The Hanover County Health Department is part of the Virginia Department of Health's Chickahominy Health District. The District encompasses the Counties of Charles City, Goochland, Hanover and New Kent. Funding is predominantly through a cooperative agreement with the Virginia Department of Health in which Hanover pays 45% of the allotted general funds designated to the Health District's budget. The Health Department provides medical, emergency preparedness, vital records and environmental services. The Department collaborates with other agencies, health care providers and local communities to address public health issues and to provide public health leadership, guidance, education and consultation to the community. These services are detailed in the local cooperative agreement.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**574,000**	**584,000**	**619,177**	**6.0%**
Operating	574,000	584,000	619,177	6.0%
Revenues	**574,000**	**584,000**	**619,177**	**6.0%**
General Fund Revenue	574,000	584,000	619,177	6.0%
Per capita cost of operating department	**$ 5.28**	**$ 5.29**	**$ 5.53**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The Health Department represents a stand-alone State function for which the County's share changes in proportion to State funding of this service. Health Department employees are not County employees. Payments to the Health Department are Operating expenditures for the County.

GOALS & OBJECTIVES

- Continue to develop the Population Health Program and integrate it into other public health activities;
- Publish the Community Health Assessment that was completed in 2017;
- Develop a Community Health Improvement Plan, in collaboration with the Health Hanover Coalition, using the Community Health Assessment as a foundation;
- Ensure food safety through restaurant inspections and food worker education;
- Ensure safe drinking water and septic systems;
- Conduct epidemiologic surveillance and investigation of outbreaks and communicable diseases of public health significance;
- Provide excellent medical care to the community, particularly the underserved population, through immunization, family planning, maternity and sexually transmitted disease (STD) clinics;

Health

- Enhance the public's image of the health department through excellent customer service, community outreach and public education efforts; and,
- Protect the community through emergency preparedness and response activities, e.g., reviewing and practicing emergency plans and participating in a least one large-scale emergency exercise annually.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Communicable disease investigations*	393	260	294	290
Family planning visits	533	600	500	550
Maternity visits	267	300	240	250
Nursing home screenings	164	130	160	160
Women, Infants, and Children (WIC) participation (number of clients)	654	670	636	630
WIC client visits	2,616	2,010	2,544	2,520
Immunization visits	265	360	344	350
Sexually transmitted infection visits	405	380	340	300
Tuberculosis (TB) assessments	241	220	248	220
Rabies incidents	273	330	242	250
Human animal-bite victims (rabies advice)	208	200	196	200
Rabies post-exposure prophylaxis (PEP) given	3	4	2	3
Total sewage/onsite applications	363	290	354	300
Well applications	309	300	258	260
Restaurant inspection visits	1,057	980	992	990
Temporary event inspections	92	110	62	70
Environmental health FOIA requests	1,029	700	1,168	1,000

**Includes reportable diseases of public health significance, but excludes outbreaks, tuberculosis (TB) and sexually transmitted diseases (STDs).*

Social Services

DESCRIPTION

Social Services provides a comprehensive array of services and benefit programs to County citizens. Benefit Programs include Medicaid, Supplemental Nutrition Assistance Program (formerly referred to as the Food Stamp Program) and Temporary Assistance for Needy Families. Social Services programs include child and adult protection, foster care, employment, child day care and prevention. These programs assist Hanover's residents in achieving self-sufficiency, well-being and safety for their families and themselves. The department provides temporary crisis help to the traditional poor, the "new" poor who do not make a living wage, the elderly who need nursing home care and low-income parents who cannot afford child care while they work. Other major programs include energy assistance, information and referral for housing, food, utilities and medication assistance.

The department's mission is Helping Others Promoting Empowerment (HOPE). Its values are to: recognize strengths; respond to needs; be service-oriented, innovative and creative; and be a strong community partner. The department continues to work in partnership with other County agencies as part of the emergency response team, strategic planning teams for safe community and human services and other collaborative county efforts.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**5,163,107**	**5,791,491**	**5,854,232**	**1.1%**
Salaries & Fringe Benefits	3,623,652	3,888,611	3,965,930	2.0%
Operating	1,539,455	1,902,880	1,888,302	-0.8%
Revenues	**5,163,107**	**5,791,491**	**5,854,232**	**1.1%**
General Fund Revenue	1,275,336	1,597,962	1,528,732	-4.3%
Local Revenue	30,731	28,472	28,500	0.1%
Intergovernmental	3,857,040	4,165,057	4,297,000	3.2%
Per capita cost of operating department	**$ 47.46**	**$ 52.46**	**$ 52.27**	
Generated Revenue Percent	**75.3%**	**72.4%**	**73.9%**	
General Fund Revenue Percent	**24.7%**	**27.6%**	**26.1%**	
Full-time Equivalents (FTE)	**55.78**	**56.28**	**56.28**	
Full-time Positions	55.00	55.00	55.00	
Part-time Positions	0.78	1.28	1.28	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. The slight Operating decrease is due primarily to the expiration of one-time funding in FY18. The Service Level Plan for this department adds $25,000 of one-time Operating funding for Laserfiche implementation, equipment and additional licenses.

Social Services

GOALS & OBJECTIVES

- Promote safety, permanency and well-being (including independence and personal responsibility) for children, families and adults;
- Expand services and resources by maximizing all revenue and community sources; and,
- Provide excellent customer service by developing public trust.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Continuous quality improvement & customer service:				
Eligibility application processing compliance (SNAP, TANF only)	99%	99%	99%	99%
Lobby traffic (Ashland, Bell Creek)	16,934	14,700	17,781	17,781
New benefit program recipients	523	n/a*	549	549
Abuse cases:				
Child protection investigations/ assessment	189	215	198	198
Adult protection investigations/cases	240	113	252	252
Public assistance recipients:				
Supplemental Nutrition Assistance Program (SNAP)	7,710	7,867	8,095	8,095
Medicaid	10,324	10,517	10,840	10,840
Temporary Assistance for Needy Families (TANF)	501	427	526	526
Energy assistance	3,095	3,158	3,250	3,250
Child welfare recipients:				
Child day care	276	258	282	282
Foster care	24	41	25	25
Foster care prevention	9	5	9	9
Adult services recipients	142	128	149	149

** New Service Level for FY19 Adopted Budget.*

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Tax Relief

DESCRIPTION

The Tax Relief program is authorized by the Board of Supervisors to provide a discount on tax bills to elderly or permanently disabled residents meeting certain income and net worth thresholds. The discount applies to the taxes on the value of the house and up to ten (10) acres of land. Currently, the County maximum income level is $50,000 and the maximum net worth is $200,000 (excluding the value of the house and up to ten (10) acres of land). An application or renewal affidavit is required to be submitted to the Commissioner of the Revenue's Office each year.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,648,063**	**1,658,300**	**1,815,000**	**9.4%**
Operating	1,648,063	1,658,300	1,815,000	9.4%
Revenues	**1,648,063**	**1,658,300**	**1,815,000**	**9.4%**
General Fund Revenue	1,648,063	1,658,300	1,815,000	9.4%
Per capita cost of operating department	**$ 15.15**	**$ 15.02**	**$ 16.21**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The Operating increase is based on growth of the value of property in the program and participants that qualify for a higher tier of relief.

SERVICE LEVELS*	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Tax relief applications	1,547	1,550	1,550	1,540
Tax relief applications qualified	1,447	1,400	1,425	1,410

** Administered by the Commissioner of the Revenue.*

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Judicial Administration

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**5,983,219**	**6,168,733**	**6,606,004**	**7.1%**
Circuit Court	198,459	288,862	315,586	9.3%
Clerk of the Circuit Court	1,368,357	1,405,700	1,449,150	3.1%
Commonwealth's Attorney	1,815,670	1,802,024	1,974,707	9.6%
Court Services	2,489,952	2,548,641	2,746,080	7.7%
General District Court	89,261	93,483	93,806	0.3%
Juve & Domestic Relations Crt	18,212	27,050	23,400	-13.5%
Magistrate	3,308	2,973	3,275	10.2%
Expenditures - by Category	**5,983,219**	**6,168,733**	**6,606,004**	**7.1%**
Salaries & Fringe Benefits	4,991,784	5,238,894	5,692,018	8.6%
Operating	591,751	630,499	639,926	1.5%
Capital Outlay	399,684	299,340	274,060	-8.4%
Revenues	**5,983,219**	**6,168,733**	**6,606,004**	**7.1%**
General Fund Revenue	4,022,909	4,172,333	4,568,044	9.5%
Local Revenue	321,854	303,000	313,700	3.5%
Intergovernmental	1,638,456	1,693,400	1,704,260	0.6%
Use of Planned Surpluses	-	-	20,000	----
Generated Revenue Percent	**32.8%**	**32.4%**	**30.9%**	
General Fund Percent	**67.2%**	**67.6%**	**69.1%**	
Full-time Equivalents (FTE)	**68.00**	**70.00**	**72.00**	
Full-time Positions	68.00	70.00	72.00	
Part-time Positions	-	-	-	

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FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Circuit Court	**4.00**	**4.00**	**-**	**4.00**	**-**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
JUDICIAL OPERATIONS COORDINATOR	**1.00**	1.00	-	**1.00**	-
LAW CLERK	**2.00**	2.00	-	**2.00**	-
Clerk of the Circuit Court	**17.00**	**17.00**	**-**	**17.00**	**-**
CHIEF DEPUTY CIRCUIT COURT	**1.00**	1.00	-	**1.00**	-
CLERK OF THE CIRCUIT COURT	**1.00**	1.00	-	**1.00**	-
DEPUTY CLERK	**12.00**	12.00	-	**12.00**	-
DEPUTY CLERK SUPERVISOR	**2.00**	2.00	-	**2.00**	-
SYSTEMS ADMINISTRATOR	**1.00**	1.00	-	**1.00**	-
Commonwealth's Attorney	**19.00**	**20.00**	**-**	**20.00**	**1.00**
ASSISTANT COMMONWEALTH'S ATTY	**7.00**	8.00	-	**8.00**	1.00
CHIEF DEPUTY COMMONWEALTH'S ATTY	**1.00**	1.00	-	**1.00**	-
COMMONWEALTH'S ATTORNEY	**1.00**	1.00	-	**1.00**	-
LEGAL ASSISTANT	**6.00**	6.00	-	**6.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
VICTIM WITNESS PROGRAM ASST DIR	**2.00**	2.00	-	**2.00**	-
VICTIM WITNESS PROGRAM DIRECTOR	**1.00**	1.00	-	**1.00**	-
Court Services	**30.00**	**31.00**	**-**	**31.00**	**1.00**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
CAPTAIN - COURT SERVICES	**1.00**	1.00	-	**1.00**	-
COURT BAILIFF	**25.00**	25.00	-	**25.00**	-
LIEUTENANT - COURT SERVICES	**1.00**	1.00	-	**1.00**	-
SERGEANT - COURT SERVICES	**2.00**	3.00	-	**3.00**	1.00
General District Court	**-**	**-**	**-**	**-**	**-**
Juve & Domestic Relations Crt	**-**	**-**	**-**	**-**	**-**
Magistrate	**-**	**-**	**-**	**-**	**-**
Total	**70.00**	**72.00**	**-**	**72.00**	**2.00**

Clerk of the Circuit Court

DESCRIPTION

The Clerk of the Circuit Court is a Constitutional Officer elected every eight (8) years by the citizens of Hanover County. The Clerk's four primary responsibilities are the maintenance of public records pertaining to real estate, probate, the court system and the collection of fees, court costs and fines. The Clerk's Office also performs other duties such as administering oaths to law enforcement and government officials, qualifying ministers to perform weddings, storing election records, jury coordination and issuing marriage licenses and concealed handgun permits.

Maintenance of public records: The Clerk's Office is a repository for copies of documents pertaining to real estate such as deeds, plats and deeds of trust. The Clerk's Office also maintains judgments, financing statements, wills and court orders. These records are available to the public for examination.

Probate: The Clerk's Office is responsible for admitting wills to probate, qualifying executors and administrators and maintaining copies of fiduciary accounting records.

Court system: The Clerk's Office maintains the official court records for civil and criminal cases and the Court's dockets. It issues subpoenas and summons and prepares records for cases that are appealed to appellate courts. Deputy Clerks staff courtrooms while court is in session and draft criminal court orders.

Collection of fees, court costs and fines: The Clerk's Office collects several million dollars annually that are transferred to State and local governments. It also collects Clerk's fees on most transactions.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,368,357**	**1,405,700**	**1,449,150**	**3.1%**
Salaries & Fringe Benefits	1,220,761	1,218,612	1,290,010	5.9%
Operating	147,596	187,088	159,140	-14.9%
Revenues	**1,368,357**	**1,405,700**	**1,449,150**	**3.1%**
General Fund Revenue	633,074	666,300	708,890	6.4%
Local Revenue	148,837	118,000	114,000	-3.4%
Intergovernmental	586,446	621,400	626,260	0.8%
Per capita cost of operating department	**$ 12.58**	**$ 12.73**	**$ 12.94**	
Generated Revenue Percent	**53.7%**	**52.6%**	**51.1%**	
General Fund Revenue Percent	**46.3%**	**47.4%**	**48.9%**	
Full-time Equivalents (FTE)	**17.00**	**17.00**	**17.00**	
Full-time Positions	17.00	17.00	17.00	
Part-time Positions	-	-	-	

Clerk of the Circuit Court

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for additional part-time non-benefited Deputy Clerk hours ($11,286) and a countywide compensation adjustment. The budget is also impacted by the transfer of grant-funded services from Operating to Salaries & Fringe Benefits to increase part-time non-benefited support. The resulting decrease to Operating is partly offset by Service Level Plan recurring funding for book conservation ($5,000). A fee in support of the public law library has been reassigned to the Circuit Court for FY19, decreasing the Clerk's Local Revenue.

Note: While the functions and services provided by the Clerk's Office generate more revenue than noted on the revenue table, only revenue offsetting Clerk expenditures and those revenues provided by the State to help fund the operations of the Office are reflected.

GOALS & OBJECTIVES

- Expand electronic recording of land records to include most common document types;
- Verify and correct the images of deed books converted to digital format;
- Routine destruction of evidence as permitted by law; and,
- Complete paper to digital conversion of marriage licenses and chancery order books.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Land records recorded	17,429	18,000	16,004	16,500
Wills probated/fiduciaries qualified/lists of heirs	399	410	420	420
Marriage licenses issued	602	600	620	620
Notary publics qualified	438	440	440	440
Judgments docketed, assigned and released	4,857	n/a*	5,439	5,400
Criminal cases	2,498	2,500	2,750	2,750
Civil cases	1,797	1,600	1,782	1,790
Concealed weapon permits issued	1,927	1,900	2,400	1,700
Restitution payments issued	1,625	n/a*	1,700	1,800
Fictitious name certificates filed	407	n/a*	400	400

** New Service Level for FY19 Adopted Budget.*

Commonwealth's Attorney

DESCRIPTION

The Commonwealth's Attorney is a Constitutional Officer elected every four (4) years by the citizens of Hanover County. This office is responsible for providing Hanover County and the Commonwealth of Virginia with legal representation in the prosecution of criminal and traffic violations in the Circuit, General District and Juvenile & Domestic Relations Courts. The Commonwealth's Attorney is also charged with prosecuting asset forfeiture matters and collecting delinquent fines and court costs. Legal advice is provided to all local and State law-enforcement agencies and their officers investigating matters in Hanover County.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,815,670**	**1,802,024**	**1,974,707**	**9.6%**
Salaries & Fringe Benefits	1,664,617	1,700,101	1,876,492	10.4%
Operating	103,061	101,923	98,215	-3.6%
Capital Outlay	47,992	-	-	----
Revenues	**1,815,670**	**1,802,024**	**1,974,707**	**9.6%**
General Fund Revenue	761,385	730,024	896,707	22.8%
Local Revenue	2,275	-	-	----
Intergovernmental	1,052,010	1,072,000	1,078,000	0.6%
Per capita cost of operating department	**$ 16.69**	**$ 16.32**	**$ 17.63**	
Generated Revenue Percent	**58.1%**	**59.5%**	**54.6%**	
General Fund Revenue Percent	**41.9%**	**40.5%**	**45.4%**	
Full-time Equivalents (FTE)	**19.00**	**19.00**	**20.00**	
Full-time Positions	19.00	19.00	20.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for one (1) Assistant Commonwealth's Attorney position ($78,778), an allotment for FY18 career ladder increases ($28,000) and a countywide compensation adjustment. Service Level Plan funding for the new position also includes recurring ($3,150) and one-time ($2,900) Operating costs. The overall Operating decrease is due to a reduction in grant-funded equipment purchases.

Commonwealth's Attorney

GOALS & OBJECTIVES

- Be responsive to concerns of victims and witnesses throughout involvement with cases;
- Augment successful prosecution of all matters in courts through the increased use of technology;
- Seek appropriate punishment to deter criminal activity;
- Aggressively prosecute crimes victimizing children, including internet predators and cases involving sexual assault;
- Provide extensive training and advice to local law-enforcement departments, including annual legal legislative updates, academy instruction and in-service training;
- Participate with County departments, schools, citizens groups and other organizations to conduct education on issues related to public safety and courts;
- Monitor the collection of restitution and court costs for all courts;
- Use allotted funding, technology and programs to increase professionalism, job performance and efficiency;
- Continue the office's ability to respond quickly to law enforcement, including after hours and weekend contacts;
- Continue cooperation with law enforcement agencies;
- Prosecute defendants with suspended sentences who did not obey conditions of suspended sentences;
- Advise and confer with magistrates; and,
- Draft and/or review search warrants.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Population served per attorney	12,089	12,500	12,300	11,200
Law enforcement served per attorney*	40	40	41	38

** Includes county and other agencies serving Hanover.*

Court Services

DESCRIPTION

Court Services is a division of the Sheriff's Office and is responsible for the security of the judiciary in Hanover County, its officers, visitors and prisoners. This includes the General District Court, the Juvenile & Domestic Relations Court and the Circuit Court. Court Services helps ensure security and maintains order of courtrooms prior to and during all court sessions as well as responds to and executes orders of the judges. In addition, Court Services performs the "paper process" services of the Courts and Sheriff's Office. This includes delivery of all warrants, DMV notices, subpoenas/summons, jury notices, bills of complaint, detinue actions, levies and other notices. The final major component of this division is the safe and efficient transportation of prisoners between the courts and other destinations, including the transportation of those persons remanded by the court for mental health evaluation.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**2,489,952**	**2,548,641**	**2,746,080**	**7.7%**
Salaries & Fringe Benefits	1,927,031	2,072,551	2,273,189	9.7%
Operating	211,229	176,750	198,831	12.5%
Capital Outlay	351,692	299,340	274,060	-8.4%
Revenues	**2,489,952**	**2,548,641**	**2,746,080**	**7.7%**
General Fund Revenue	2,319,210	2,363,641	2,568,580	8.7%
Local Revenue	170,742	185,000	177,500	-4.1%
Per capita cost of operating department	**$ 22.89**	**$ 23.09**	**$ 24.52**	
Generated Revenue Percent	**6.9%**	**7.3%**	**6.5%**	
General Fund Revenue Percent	**93.1%**	**92.7%**	**93.5%**	
Full-time Equivalents (FTE)	**29.00**	**30.00**	**31.00**	
Full-time Positions	29.00	30.00	31.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for one (1) Sergeant position ($62,906), a salary benchmark adjustment for Court Bailiffs and a countywide compensation adjustment. The Operating increase includes Service Level Plan funding of recurring ($4,020) and one-time ($18,500) costs for the new position, as well as one-time service costs for replacement vehicles ($1,020). Capital Outlay is comprised of one-time items from the Service Level Plan including one (1) additional vehicle for the new position ($37,420), six (6) replacement vehicles ($234,140) and an Automated External Defibrillator (AED) ($2,500). The decrease to Local Revenue is due to lower receipts from a courthouse security fee. Local Revenue for extradition of prisoners has been reassigned to Court Services from the Sheriff for FY19, offsetting some of that decrease.

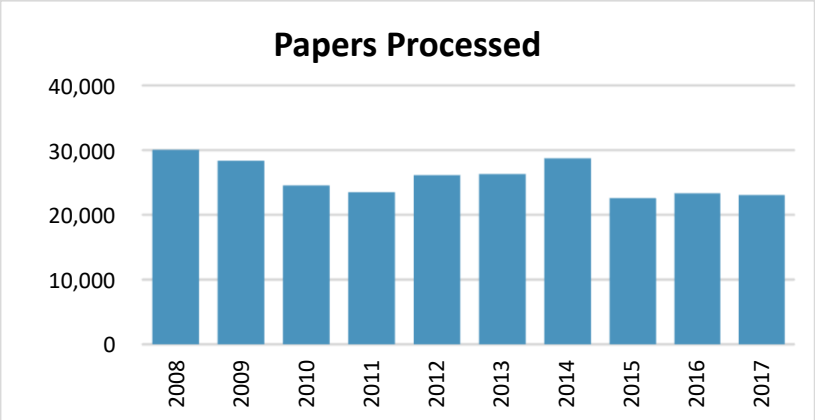
Court Services

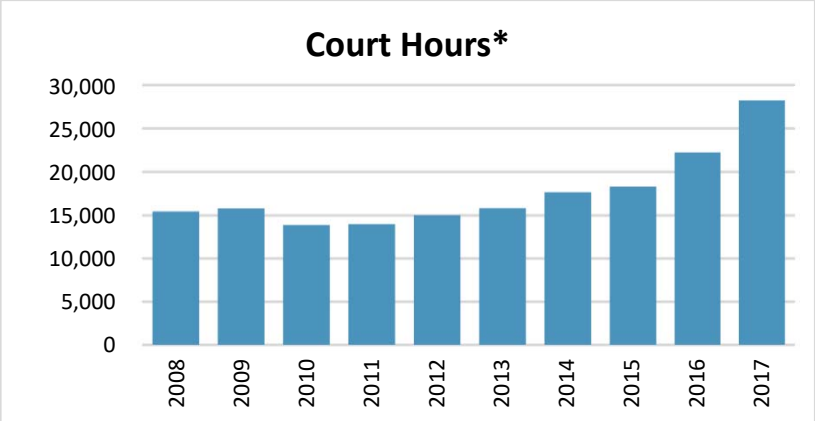
GOALS & OBJECTIVES

- Maintain a safe and secure environment in the County's Courts;
- Facilitate the expeditious service of civil papers;
- Conduct secure prisoner transports to and from Court appearances; and,
- Ensure fiscally responsible stewardship.

SERVICE LEVELS*

Each General District Court case utilizes three (3) deputies, each Juvenile and Domestic Court case utilizes two (2) deputies and each Circuit Court case uses three (3) deputies.





*Added new Central Control position (4.1K hours) in FY17

** Service levels reported per calendar year.*

Courts

DESCRIPTION

Hanover County is served by a Circuit Court, General District Court, Juvenile & Domestic Relations Court and Magistrate. These Courts receive direct funding from the Commonwealth, in addition to funds appropriated by the County. Revenues recorded in the General Fund from the Courts represent fines, forfeitures and excess fees from the Circuit Court.

The Circuit Court is a trial court of general jurisdiction, which has authority to try both civil and criminal cases. The Supreme Court of Virginia establishes the rules of practice and procedures for the Circuit Court. Circuit Court Judges are appointed to eight-year terms by the General Assembly. The Circuit Court has appellate jurisdiction over all appeals from the General District Court and Juvenile & Domestic Relations Court. These cases are heard from the beginning as though there had been no prior trial. A final judgment of the Circuit Court may be appealed to the Virginia Court of Appeals or the Supreme Court of Virginia, depending on the nature of the case. The Circuit Court appoints the following: jury commissioners, grand jurors, special policemen, Board of Zoning Appeals, Electoral Board, Courthouse Committee, Commissioner of Chancery, Marriage Commissioners and others as provided by the Code of Virginia.

One of the principal functions of the Magistrate is to provide an independent review of complaints from Sheriff's Deputies and citizens of the County. These complaints form the basis for determining whether a warrant of arrest should be issued. In addition, the Magistrate conducts bail bond hearings, commits offenders to jail and releases prisoners from jail.

Circuit Court

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**198,459**	**288,862**	**315,586**	**9.3%**
Salaries & Fringe Benefits	179,375	247,630	252,327	1.9%
Operating	19,084	41,232	63,259	53.4%
Revenues	**198,459**	**288,862**	**315,586**	**9.3%**
General Fund Revenue	198,459	288,862	273,386	-5.4%
Local Revenue	-	-	22,200	----
Use of Planned Surpluses	-	-	20,000	----
Per capita cost of operating department	**$ 1.82**	**$ 2.62**	**$ 2.82**	
Generated Revenue Percent	**0.0%**	**0.0%**	**13.4%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**86.6%**	
Full-time Equivalents (FTE)	**3.00**	**4.00**	**4.00**	
Full-time Positions	3.00	4.00	4.00	
Part-time Positions	-	-	-	

Courts

General District Court

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**89,261**	**93,483**	**93,806**	**0.3%**
Operating	89,261	93,483	93,806	0.3%
Revenues	**89,261**	**93,483**	**93,806**	**0.3%**
General Fund Revenue	89,261	93,483	93,806	0.3%
Per capita cost of operating department	**$ 0.82**	**$ 0.85**	**$ 0.84**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

Juve & Domestic Relations Crt

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**18,212**	**27,050**	**23,400**	**-13.5%**
Operating	18,212	27,050	23,400	-13.5%
Revenues	**18,212**	**27,050**	**23,400**	**-13.5%**
General Fund Revenue	18,212	27,050	23,400	-13.5%
Per capita cost of operating department	**$ 0.17**	**$ 0.25**	**$ 0.21**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

Courts

Magistrate

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**3,308**	**2,973**	**3,275**	**10.2%**
Operating	3,308	2,973	3,275	10.2%
Revenues	**3,308**	**2,973**	**3,275**	**10.2%**
General Fund Revenue	3,308	2,973	3,275	10.2%
Per capita cost of operating department	**$ 0.03**	**$ 0.03**	**$ 0.03**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The County budgets a total of $436,067 to support these state-related functions within the judicial system.

Circuit Court – The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. A fee in support of the public law library has been reassigned from the Clerk of the Circuit Court for FY19, increasing the Circuit Court's Local Revenue. The Operating increase includes the use of planned surpluses from prior year collection of that fee to improve the public law library ($20,000).

General District Court – The Operating increase is due primarily to increased funding for books & subscriptions and educational training. This increase is partly offset by reductions in funding for lease & rentals equipment and small capital outlay.

Juvenile & Domestic Relations Court – The Operating decrease is due primarily to savings in telecommunications costs in the new Courthouse and an adjustment for lower-than-expected copier maintenance.

Magistrate – The Operating increase is due primarily to increased funding for office supplies.

GOALS & OBJECTIVES

- Maintain file of drug offenders with suspended licenses;
- Maintain collections percentage at 75%;
- Set up receivables for cases within 24 hours; and,
- Send out payment request notices within two days of court.

Courts

SERVICE LEVELS*	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Circuit Court:				
Cases filed	6,572	n/a**	8,250	9,000
Juve & Domestic Relations Crt:				
Caseload	11,444	n/a**	12,000	12,500
Magistrate:				
Bail Hearings	3,496	n/a**	3,800	4,130
Bonds	3,569	n/a**	3,879	4,216
Criminal Processes	4,457	n/a**	4,885	5,309
Emergency Protective Orders	538	n/a**	584	635
Search Warrants	513	n/a**	518	564
Temporary Detention Orders	223	n/a**	242	263

** Service levels reported per calendar year.*
*** New Service Level for FY19 Adopted Budget.*

Nondepartmental

DESCRIPTION

Nondepartmental is comprised of General Fund transfers to other funds and appropriated reserves. The County's General Fund provides transfers to various other funds to supplement revenue collected by those funds. Airport and Schools Operating Funds receive operating and capital funds from the General Fund. The County Improvements Fund and School Improvements Fund receive capital funds from the General Fund. The Lewistown Community Development Authority (CDA) receives the transfer of its generated revenue. The Debt Service Fund receives funds related to operating and debt service from the General Fund. In addition, contingency funds for unexpected budgetary needs are included in this area in compliance with the financial policies adopted by the Board of Supervisors. For further information on transfers to other funds, refer to each fund's applicable section of this budget document.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**111,470,374**	**114,812,554**	**121,267,351**	**5.6%**
Salaries & Fringe Benefits	**462,180**	**328,773**	**140,000**	**-57.4%**
Personnel Category Adjustment	462,180	328,773	140,000	-57.4%
Operating	**-**	**2,038,943**	**1,778,706**	**-12.8%**
Reserve for Contingencies	-	1,463,943	1,203,706	-17.8%
Reserve for Revenue Transfers	-	575,000	575,000	0.0%
Transfers Out	**111,008,194**	**112,444,838**	**119,348,645**	**6.1%**
Transfer to Airport Fund	52,249	61,018	52,029	-14.7%
Transfer to CIP Assignments	2,646,000	2,200,000	600,000	-72.7%
Transfer to CIP County	7,721,766	5,288,400	6,989,000	32.2%
Transfer to CIP Schools	3,900,000	2,400,000	5,000,000	108.3%
Transfer to Debt Svc County	6,256,435	6,113,980	6,478,881	6.0%
Transfer to Debt Svc Schools	13,223,926	13,065,540	13,038,735	-0.2%
Transfer to Lewistown CDA	540,884	592,900	574,000	-3.2%
Transfer to Schools Operating	76,666,934	82,723,000	86,616,000	4.7%
Revenues	**111,470,374**	**114,812,554**	**121,267,351**	**5.6%**
General Fund Revenue	**111,470,374**	**114,237,554**	**120,692,351**	**5.7%**
Local Revenue	**-**	**575,000**	**575,000**	**0.0%**
Reserve for Revenue Transfers	-	575,000	575,000	0.0%

BUDGET HIGHLIGHTS

Per the County's financial policies, Reserve for Contingencies will be appropriated at an amount equal to at least 0.5% of the General Fund budget, net of capital improvement transfers. The budgeted amount ensures that this policy is adhered to throughout the Five-Year Plan. Reserve for Revenue Transfers maintains the same level of funding for revenues and expenditures to appropriate future grants, donations and insurance recoveries received that are not known at the time of budget adoption.

Nondepartmental

GOALS & OBJECTIVES

- Provide necessary operating and capital funding from the General Fund as approved by the Board of Supervisors;
- Provide sufficient Reserve for Contingencies of at least 0.5% of total General Fund revenues less General Fund capital transfers to ensure unexpected budgetary needs are satisfied; and,
- Comply with all debt payment schedules and covenants contained in debt agreements.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Number of transfers from:				
Personnel Category Adjustment	4	n/a*	3	4
Reserve for Contingencies	7	n/a*	6	6
Reserve for Revenue Transfers	98	n/a*	55	60

** New Service Level for FY19 Adopted Budget.*

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Parks, Recreation & Cultural

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**6,135,117**	**6,217,700**	**6,473,639**	**4.1%**
Pamunkey Regional Library	2,691,890	2,708,296	2,765,714	2.1%
Parks & Recreation	3,443,227	3,509,404	3,707,925	5.7%
Expenditures - by Category	**6,135,117**	**6,217,700**	**6,473,639**	**4.1%**
Salaries & Fringe Benefits	2,224,735	2,288,860	2,324,449	1.6%
Operating	3,786,922	3,798,950	4,048,490	6.6%
Capital Outlay	123,460	129,890	100,700	-22.5%
Revenues	**6,135,117**	**6,217,700**	**6,473,639**	**4.1%**
General Fund Revenue	5,484,864	5,670,400	5,781,741	2.0%
Local Revenue	650,253	547,300	691,898	26.4%
Generated Revenue Percent	**10.6%**	**8.8%**	**10.7%**	
General Fund Percent	**89.4%**	**91.2%**	**89.3%**	
Full-time Equivalents (FTE)	**30.85**	**31.10**	**31.10**	
Full-time Positions	29.00	30.00	30.00	
Part-time Positions	1.85	1.10	1.10	

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FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Pamunkey Regional Library	**-**	**-**	**-**	**-**	**-**
Parks & Recreation	**31.10**	**30.00**	**1.10**	**31.10**	**-**
ACCOUNT CLERK	**0.50**	-	0.50	**0.50**	-
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
CUSTOMER SERVICE AGENT	**1.00**	1.00	-	**1.00**	-
DEPUTY DIRECTOR OF PARKS & REC	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF PARKS & RECREATION	**1.00**	1.00	-	**1.00**	-
FACILITIES COORDINATOR	**1.00**	1.00	-	**1.00**	-
GROUNDSKEEPER	**10.60**	10.00	0.60	**10.60**	-
GROUNDSKEEPER SUPERVISOR	**4.00**	4.00	-	**4.00**	-
MAINTENANCE SERVICE TECHNICIAN	**1.00**	1.00	-	**1.00**	-
MAINTENANCE SUPERVISOR	**1.00**	1.00	-	**1.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
RECREATION COORDINATOR	**4.00**	4.00	-	**4.00**	-
RECREATION PROGRAM ASSISTANT	**2.00**	2.00	-	**2.00**	-
RECREATION PROGRAM DIRECTOR	**1.00**	1.00	-	**1.00**	-
TRADES SUPERVISOR	**1.00**	1.00	-	**1.00**	-
Total	**31.10**	**30.00**	**1.10**	**31.10**	**-**

Pamunkey Regional Library

DESCRIPTION

The Pamunkey Regional Library is a political subdivision of the Commonwealth of Virginia, governed by a ten-member Board of Trustees appointed by the Boards of Supervisors of the participating counties (four are appointed by Hanover). The mission of the Library is to enhance the quality of life in our communities by providing access to information, promoting reading and enjoyment, nurturing life-long learning and providing places for people to interact with others.

The Library offers programs for all ages, such as story times, book groups, author visits, teen activities and lectures. Citizens may borrow from approximately 305,100 items from across the region for free, reserve a meeting room, connect on the wireless network for free, use a high-speed computer or join a summer reading program.

The County and Library refer to a goal of 0.6 square feet of library space per person in the county. The County's current ratio is 0.44. As part of this regional library system, the County had over 435,000 items circulated in the Hanover libraries in 2017.

LIBRARY DESCRIPTIONS

Hanover's public service outlets are as follows (all numbers rounded):

Richard S. Gillis, Jr. Ashland Branch Library (201 S. Railroad Avenue, Ashland): a 10,000 square foot library with 58,600 volumes, open 60 hours a week with a circulation of 90,800 in 2017.

Atlee Branch Library (9161 Atlee Road, Mechanicsville): a 13,000 square foot public service area library with 45,300 volumes, open 60 hours a week with a circulation of 116,800 in 2017. Technical Services is also located in the building. A new facility is included in the Capital Improvements Program section of this budget.

Hanover Branch Library (7527 Library Drive, Hanover Courthouse): a 3,000 square foot public service area library with 17,400 volumes, open 59 hours a week with a circulation of 24,400 in 2017. The Library's administrative headquarters are also located in the building.

Mechanicsville Branch Library (7461 Sherwood Crossing Place, Mechanicsville): a 16,000 square foot library with 56,300 volumes, open 60 hours a week with a circulation of 147,100 in 2017.

Lois Wickham Jones/Montpelier Branch Library (17205 Sycamore Tavern Lane, Montpelier): a 2,500 square foot library with 19,000 volumes, open 60 hours a week with a circulation of 31,700 in 2017. A new facility is included in the Capital Improvements Program section of this budget.

Cochrane Rockville Branch Library (16600 Pouncey Tract Road, Rockville): a 3,600 square foot library with 20,000 volumes open 60 hours a week with a circulation of 24,900 in 2017.

Pamunkey Regional Library

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**2,691,890**	**2,708,296**	**2,765,714**	**2.1%**
Operating	2,691,890	2,708,296	2,765,714	2.1%
Revenues	**2,691,890**	**2,708,296**	**2,765,714**	**2.1%**
General Fund Revenue	2,691,890	2,708,296	2,765,714	2.1%
Per capita cost of operating department	**$ 24.74**	**$ 24.53**	**$ 24.69**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The Library's budget includes increases to Hanover branch costs and shared services, primarily due to a compensation adjustment. Library employees are not County employees. Payments to the Library are Operating expenditures for the County.

GOALS & OBJECTIVES

- Strengthen the relationship between customers, the community and the library;
- Emphasize utilization by the Family Relationship cluster to develop new library users;
- Encourage digital usage by increasing the items available and promoting their utilization;
- Encourage the use of technology to increase efficiency in library service; and,
- Expand destination usage to deepen and strengthen customer relationships.

SERVICE LEVELS*	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Active cardholders**	84,865	83,800	70,600	71,000
Attendance at library programs	44,070	44,500	43,300	44,000
Internet workstations – hours used	121,065	130,500	110,215	110,215
References questions answered	381,262	389,000	381,000	381,000
Average number of daily website hits	576	700	600	625
Library visits per capita	3.8	4.0	5.0	5.0

** System-wide service levels*

*** Adjustment made in FY18 to remove otherwise-inactive cardholders with fines/overdue materials*

Parks & Recreation

DESCRIPTION

Parks & Recreation provides and promotes leisure services to the citizens of Hanover County. The department specifically offers, or is involved with, passive park activities, maintenance of County grounds, educational/hobby programs, senior citizen activities, youth programs, athletic leagues, bus tours and special events. Its stated mission is to promote, advocate and provide the highest quality parks and recreation resources and leisure services. The vision is to provide, through a comprehensive delivery system, safe, healthy and strategically-placed resources and leisure services of the highest quality. These resources and services are diversely funded, accessible and affordable. It is also part of the vision that Parks & Recreation plays a key leadership role in providing for and improving the quality of life while conserving and protecting natural, cultural and historic resources. The Parks & Recreation Advisory Commission serves as a liaison between the citizens and the Board of Supervisors.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**3,443,227**	**3,509,404**	**3,707,925**	**5.7%**
Salaries & Fringe Benefits	2,224,735	2,288,860	2,324,449	1.6%
Operating	1,095,032	1,090,654	1,282,776	17.6%
Capital Outlay	123,460	129,890	100,700	-22.5%
Revenues	**3,443,227**	**3,509,404**	**3,707,925**	**5.7%**
General Fund Revenue	2,792,974	2,962,104	3,016,027	1.8%
Local Revenue	650,253	547,300	691,898	26.4%
Per capita cost of operating department	**$ 31.65**	**$ 31.79**	**$ 33.11**	
Generated Revenue Percent	**18.9%**	**15.6%**	**18.7%**	
General Fund Revenue Percent	**81.1%**	**84.4%**	**81.3%**	
Full-time Equivalents (FTE)	**30.85**	**31.10**	**31.10**	
Full-time Positions	29.00	30.00	30.00	
Part-time Positions	1.85	1.10	1.10	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes a countywide compensation adjustment and additional funding for part-time non-benefited staffing associated with youth summer programs. This increase is partly offset by savings due to staff turnover. The Operating increase is due in part to increased funding for contractual services, small capital outlay, other operating supplies and agricultural supplies. Capital Outlay is comprised of one-time items from the Service Level Plan including two (2) commercial mower replacements ($32,000), one (1) flex wing cutter 15' replacement ($13,000), one (1) infield grooming machine ($12,000) and as well as $43,700 in other items.

Parks & Recreation

GOALS & OBJECTIVES

- Promote, advocate and provide the highest quality park and recreational resources and leisure services;
- Provide a balance of recreational programs and facilities to meet the present and planned population needs of Hanover County;
- Preserve, maintain and further enhance public grounds, areas of scenic beauty and areas of historic significance;
- Encourage the use of existing recreational and scenic areas;
- Continue to pursue park improvements and expansions, as outlined in the 2010 Parks & Recreation Comprehensive Facilities Master Plan, through partnerships with County athletic leagues and community-based organizations;
- Continue to grow all aspects of Department special events to include adding sponsors, improving logistics and growing attendance at events such as Hanover Tomato Festival, Taylor's SpookieFun Fests, Richmond Symphony Concert, Bubble Soccer Tournament, K-9 Hero's/Pooch Pursuit and Taylor's Safety Town; and,
- Continue growing Hanover's Sports Tourism brand through continued excellence in facility management and providing additional services to tournament/special event organizers.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Number of Hanover parks*	10	10	10	10
Number of boat ramps	4	4	4	4
% of time athletic fields mowed within 1 week	100%	100%	100%	100%
% of time all athletic fields are inspected monthly	100%	100%	100%	100%
% of time sites are mowed within 10 working days (March 15 - November 1)	97%	99%	98%	98%
Park visitation total	1,498,751	1,425,000	1,500,000	1,500,000

** Phase I of the Elton Wade, Sr. Park at Cold Harbor anticipated to be completed in FY20.*

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Public Safety

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**54,808,663**	**58,551,677**	**60,074,518**	**2.6%**
Animal Control	976,046	1,005,762	1,106,605	10.0%
Building Inspections	1,406,307	1,578,807	1,562,750	-1.0%
Community Corrections	498,355	509,015	528,638	3.9%
Emergency Communications	5,186,822	5,607,531	5,745,931	2.5%
Fire-EMS	17,520,784	18,777,532	20,054,120	6.8%
Juvenile Court Services	507,605	570,582	548,380	-3.9%
Pamunkey Regional Jail	5,529,640	6,160,000	5,343,000	-13.3%
Sheriff	23,183,104	24,342,448	25,185,094	3.5%
Expenditures - by Category	**54,808,663**	**58,551,677**	**60,074,518**	**2.6%**
Salaries & Fringe Benefits	38,501,006	40,822,091	42,692,432	4.6%
Operating	14,196,397	15,522,026	14,975,486	-3.5%
Capital Outlay	2,086,260	2,207,560	2,406,600	9.0%
Transfers Out	25,000	-	-	----
Revenues	**54,808,663**	**58,551,677**	**60,074,518**	**2.6%**
General Fund Revenue	44,305,385	48,671,333	49,874,907	2.5%
Local Revenue	5,348,683	4,596,525	4,895,200	6.5%
Intergovernmental	5,098,995	5,283,819	5,304,411	0.4%
Transfers In	55,600	-	-	----
Generated Revenue Percent	**19.2%**	**16.9%**	**17.0%**	
General Fund Percent	**80.8%**	**83.1%**	**83.0%**	
Full-time Equivalents (FTE)	**501.10**	**516.10**	**537.10**	
Full-time Positions	498.00	513.00	534.00	
Part-time Positions	3.10	3.10	3.10	

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Animal Control	**13.00**	**14.00**	**-**	**14.00**	**1.00**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
ANIMAL CONTROL FIELD SUPERVISOR	**-**	1.00	-	**1.00**	1.00
ANIMAL CONTROL OFFICER	**6.00**	6.00	-	**6.00**	-
ANIMAL CONTROL OFFICER - CHIEF	**1.00**	1.00	-	**1.00**	-
ANIMAL FACILITY SUPERVISOR	**1.00**	1.00	-	**1.00**	-
KENNEL ATTENDANT	**4.00**	4.00	-	**4.00**	-
Building Inspections	**19.00**	**18.00**	**1.00**	**19.00**	**-**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
ASSISTANT CHIEF BUILDING OFFICIAL	**1.00**	1.00	-	**1.00**	-
BUILDING INSPECTOR	**8.00**	8.00	-	**8.00**	-
BUSINESS MANAGER	**1.00**	1.00	-	**1.00**	-
CHIEF BUILDING OFFICIAL	**1.00**	1.00	-	**1.00**	-
CUSTOMER SERVICE AGENT	**3.00**	2.00	1.00	**3.00**	-
PLAN EXAMINER	**1.00**	1.00	-	**1.00**	-
PLAN REVIEW TECHNICIAN	**3.00**	3.00	-	**3.00**	-
Community Corrections	**7.60**	**7.00**	**0.60**	**7.60**	**-**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF COMMUNITY CORRECTIONS	**1.00**	1.00	-	**1.00**	-
PRE-TRIAL INVESTIGATOR	**1.60**	1.00	0.60	**1.60**	-
PRE-TRIAL INVESTIGATOR - SENIOR	**1.00**	1.00	-	**1.00**	-
PROBATION OFFICER	**3.00**	3.00	-	**3.00**	-
Emergency Communications	**50.50**	**51.00**	**0.50**	**51.50**	**1.00**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
COMMUNICATIONS CENTER MANAGER	**1.00**	1.00	-	**1.00**	-
COMMUNICATIONS OFFICER	**34.50**	35.00	0.50	**35.50**	1.00
COMMUNICATIONS SENIOR SUPERVISOR	**5.00**	5.00	-	**5.00**	-
COMMUNICATIONS SUPERVISOR	**3.00**	3.00	-	**3.00**	-
COMMUNICATIONS SYSTEMS MANAGER	**1.00**	1.00	-	**1.00**	-
DEPUTY DIRECTOR OF EMERGENCY COMM	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF EMER COMMUNICATIONS	**1.00**	1.00	-	**1.00**	-
IT SYSTEM ENGINEER	**1.00**	1.00	-	**1.00**	-
RADIO TECHNICIAN	**2.00**	2.00	-	**2.00**	-

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Fire-EMS	**192.00**	**197.00**	**-**	**197.00**	**5.00**
ADMINISTRATIVE ASSISTANT	**4.00**	4.00	-	**4.00**	-
ASSISTANT CHIEF - FIRE & EMS	**3.00**	3.00	-	**3.00**	-
BATTALION CHIEF	**10.00**	10.00	-	**10.00**	-
BUSINESS MANAGER	**1.00**	1.00	-	**1.00**	-
CAPTAIN - FIRE & EMS	**3.00**	3.00	-	**3.00**	-
CHIEF OF FIRE & EMS	**1.00**	1.00	-	**1.00**	-
FIREFIGHTER MEDIC	**130.00**	133.00	-	**133.00**	3.00
HUMAN RESOURCES ANALYST	**1.00**	1.00	-	**1.00**	-
IT SYSTEM ENGINEER	**1.00**	1.00	-	**1.00**	-
LIEUTENANT - FIRE & EMS	**37.00**	39.00	-	**39.00**	2.00
VOLUNTEER MEMBERSHIP COORDINATOR	**1.00**	1.00	-	**1.00**	-
Juvenile Court Services	**3.00**	**3.00**	**-**	**3.00**	**-**
COURT SERVICES PROGRAM COORDINATOR	**1.00**	1.00	-	**1.00**	-
COURT SERVICES YOUTH SUPERVISOR	**1.00**	1.00	-	**1.00**	-
SENIOR INTENSIVE PROBATION OFFICER	**1.00**	1.00	-	**1.00**	-
Pamunkey Regional Jail	**-**	**-**	**-**	**-**	**-**
Sheriff	**240.00**	**244.00**	**1.00**	**245.00**	**5.00**
ACCOUNT CLERK	**0.50**	-	0.50	**0.50**	-
ADMINISTRATIVE ASSISTANT	**15.00**	15.00	-	**15.00**	-
CAPTAIN - SHERIFF	**4.00**	4.00	-	**4.00**	-
DEPUTY SHERIFF	**170.00**	175.00	-	**175.00**	5.00
EXECUTIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
IT SYSTEM ENGINEER	**1.00**	1.00	-	**1.00**	-
LIEUTENANT - SHERIFF	**11.00**	11.00	-	**11.00**	-
LIEUTENANT COLONEL	**1.00**	1.00	-	**1.00**	-
MAJOR	**3.00**	3.00	-	**3.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
SCHOOL RESOURCE OFFICER	**9.00**	9.00	-	**9.00**	-
SERGEANT - SHERIFF	**22.00**	22.00	-	**22.00**	-
SHERIFF	**1.00**	1.00	-	**1.00**	-
SUPPORT SERVICES COORDINATOR	**0.50**	-	0.50	**0.50**	-
Total	**525.10**	**534.00**	**3.10**	**537.10**	**12.00**

Animal Control

DESCRIPTION

Animal Control provides for the public safety and health of the community by enforcing both county and state animal laws. Animal Control directly assists all other local and state public safety, health and law-enforcement agencies to protect and serve the citizens of Hanover County, their pets and livestock, while promoting humane care and treatment of all animals within the County. Services at the Animal Control facility include: coordinating information for missing animals, placement of homeless animals, specialized care and security of impounded animals, assisting citizens and visitors with animal-related problems, quarantine and preparation for testing of animals involved with possible exposure to rabies and collection of fees associated with various facility and departmental functions.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**976,046**	**1,005,762**	**1,106,605**	**10.0%**
Salaries & Fringe Benefits	719,294	751,809	808,049	7.5%
Operating	213,833	238,153	259,956	9.2%
Capital Outlay	17,919	15,800	38,600	144.3%
Transfers Out	25,000	-	-	----
Revenues	**976,046**	**1,005,762**	**1,106,605**	**10.0%**
General Fund Revenue	851,390	873,837	986,005	12.8%
Local Revenue	121,676	131,925	118,100	-10.5%
Intergovernmental	2,980	-	2,500	----
Per capita cost of operating department	**$ 8.97**	**$ 9.11**	**$ 9.88**	
Generated Revenue Percent	**12.8%**	**13.1%**	**10.9%**	
General Fund Revenue Percent	**87.2%**	**86.9%**	**89.1%**	
Full-time Equivalents (FTE)	**13.00**	**13.00**	**14.00**	
Full-time Positions	13.00	13.00	14.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for one (1) Animal Control Field Supervisor position ($49,278) and a countywide compensation adjustment. The Operating increase includes Service Level Plan funding of recurring ($6,320) and one-time ($23,340) costs for the new position. Capital Outlay is comprised of one-time items from the Service Level Plan including one (1) additional vehicle for the new position ($30,000) and two (2) mobile data computers ($8,600). The decrease to Local Revenue is due primarily to an adjusted budget for animal licenses that is in line with prior year actuals.

Animal Control

GOALS & OBJECTIVES

- Decrease overall response time for calls of service for field operations;
- Increase technology standards with the department in cooperation with Emergency Communications;
- Improve facility and field service customer
- Improve paperless data record keeping through the Virginia Department of Agricultural and Consumer Services;
- Provide staff training to better educate the public and maintain good customer service; and,
- Participate in community outreach and

SERVICE LEVELS*	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Total incidents	5,778	9,000	8,000	9,000
Animals handled	2,246	3,000	2,500	3,000
Animals redeemed to owner or placed	1,400	1,800	1,800	1,800
Licensed dogs	12,076	18,000	14,000	10,000
Animal attack reports	264	400	350	350
Positive rabies exposure reports	10	20	15	20
Summons/warrants issued	108	400	300	350
Lost and found reports	841	1,200	1,200	1,200

** Service levels reported per calendar year.*

Building Inspections

DESCRIPTION

Building Inspections is responsible for enforcement of the Virginia Uniform Statewide Building Code to protect the health, safety and welfare of the citizens of Hanover County. Traditionally, this enforcement role has focused on new construction and the renovation and rehabilitation of existing buildings. Building Inspections has expanded its duties to include enforcement of the Property Maintenance Code which provides the minimum standards for the maintenance of existing buildings and structures to promote their continued healthy use and usability. Additionally, the department enforces erosion and sediment control regulations relating to residential construction and proffered conditions for residential construction.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,406,307**	**1,578,807**	**1,562,750**	**-1.0%**
Salaries & Fringe Benefits	1,290,389	1,416,977	1,433,847	1.2%
Operating	89,491	136,830	121,903	-10.9%
Capital Outlay	26,427	25,000	7,000	-72.0%
Revenues	**1,406,307**	**1,578,807**	**1,562,750**	**-1.0%**
General Fund Revenue	(34,002)	198,807	177,750	-10.6%
Local Revenue	1,440,309	1,380,000	1,385,000	0.4%
Per capita cost of operating department	**$ 12.93**	**$ 14.30**	**$ 13.95**	
Generated Revenue Percent	**102.4%**	**87.4%**	**88.6%**	
General Fund Revenue Percent	**-2.4%**	**12.6%**	**11.4%**	
Full-time Equivalents (FTE)	**18.00**	**19.00**	**19.00**	
Full-time Positions	17.00	18.00	18.00	
Part-time Positions	1.00	1.00	1.00	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment, partly offset by savings due to staff turnover. The Operating decrease is due primarily to reductions in vehicle gas and maintenance/software contracts, as well as the expiration of one-time funding in FY18. Capital Outlay is Service Level Plan one-time funding for a large document scanner ($7,000).

GOALS & OBJECTIVES

- Continue cooperative training program within the region to provide code update training for contractors, architects, engineers and their staff;
- Process residential building permit applications within 10 days and commercial applications within 20 days; and,
- Continue to focus on customer service and new technology to better serve the needs of the community.

Building Inspections

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Commercial plan reviews:				
Plans reviewed	491	506	530	514
Average days to review	6	15	10	10
Pre-application plan reviews:				
Plans reviewed	3	8	5	6
Average days to review	33	30	30	30
Residential plan reviews:				
Plans reviewed	1,537	1,545	1,493	1,517
Average days to review	5	5	5	5
Inspections per day	145	155	140	145
Inspections per inspector	18	20	17	18
Days from requested to completed inspection	1	1	1	1

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Community Corrections

DESCRIPTION

Community Corrections assists the Courts in Hanover and Caroline Counties by providing supervision and investigation of adult offenders. The department is designed to provide an alternative to incarceration while maintaining public safety. Community Corrections is required to provide pre-trial services to those deemed necessary by the Court.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**498,355**	**509,015**	**528,638**	**3.9%**
Salaries & Fringe Benefits	474,951	485,133	498,419	2.7%
Operating	23,404	23,882	30,219	26.5%
Revenues	**498,355**	**509,015**	**528,638**	**3.9%**
General Fund Revenue	99,791	104,515	120,738	15.5%
Local Revenue	55,438	58,500	59,500	1.7%
Intergovernmental	343,126	346,000	348,400	0.7%
Per capita cost of operating department	**$ 4.58**	**$ 4.61**	**$ 4.72**	
Generated Revenue Percent	**80.0%**	**79.5%**	**77.2%**	
General Fund Revenue Percent	**20.0%**	**20.5%**	**22.8%**	
Full-time Equivalents (FTE)	**7.60**	**7.60**	**7.60**	
Full-time Positions	7.00	7.00	7.00	
Part-time Positions	0.60	0.60	0.60	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. The increase to Operating includes funding for a fee-supported Adult Drug Court program. Intergovernmental revenue includes a grant from the Virginia Department of Criminal Justice Services.

GOALS & OBJECTIVES

- Protect the community by providing effective supervision to offenders and defendants;
- Provide the local courts with an alternative to incarceration; and,
- Offer a variety of resources and services to assist with treatment needs.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Community Corrections placements	530	n/a*	583	641
Pretrial services placements	740	n/a*	750	825
Adult Drug Court participants	7	n/a*	7	7

** New Service Level for FY19 Adopted Budget.*

Emergency Communications

DESCRIPTION

Emergency Communications serves as the 911 answering point and emergency dispatch center for Hanover County and the Town of Ashland. These services, as well as many other support activities, are provided to citizens and various public safety and public service agencies and departments on a 24/7 basis. The department is able to provide these services with well-trained professional Communications Officers and the use of modern technology, including a fifteen-site, twelve channel 800 MHz trunked radio system, enhanced wireline and wireless 911 systems, a computer aided dispatch (CAD) system, CAD mapping, a digital recording system and interoperable communications systems.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**5,186,822**	**5,607,531**	**5,745,931**	**2.5%**
Salaries & Fringe Benefits	3,327,347	3,533,921	3,651,880	3.3%
Operating	1,804,399	2,029,110	2,094,051	3.2%
Capital Outlay	55,076	44,500	-	-100.0%
Revenues	**5,186,822**	**5,607,531**	**5,745,931**	**2.5%**
General Fund Revenue	4,419,412	4,849,531	5,007,931	3.3%
Local Revenue	411,666	408,000	418,000	2.5%
Intergovernmental	355,744	350,000	320,000	-8.6%
Per capita cost of operating department	**$ 47.67**	**$ 50.79**	**$ 51.30**	
Generated Revenue Percent	**14.8%**	**13.5%**	**12.8%**	
General Fund Revenue Percent	**85.2%**	**86.5%**	**87.2%**	
Full-time Equivalents (FTE)	**50.50**	**50.50**	**51.50**	
Full-time Positions	50.00	50.00	51.00	
Part-time Positions	0.50	0.50	0.50	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for one (1) full-time Communications Officer position ($43,573) and additional funding for part-time non-benefited Communications Officers ($13,882). It also includes a countywide compensation adjustment. The Operating budget includes increases in funding for maintenance service contracts and software services that are partly offset by the expiration of one-time funding in FY18. The Operating increase also includes Service Level Plan one-time funding for two (2) dispatch center UPS (Uninterruptable Power Supply) battery replacements ($21,000) and three (3) monitors for the dispatch floor ($1,800), as well as recurring funding for UPS and battery replacement at tower sites ($10,000) and the new full-time Communications Officer position ($600).

Emergency Communications

GOALS & OBJECTIVES

- Answer 99% of all incoming 911 calls in 10 seconds or less (3 rings or less);
- Dispatch 80% of all Fire, EMS, Animal Control and law enforcement priority 1 calls in 90 seconds or less from call entry;
- Maintain a 90% employee retention rate and maintain a core group of well-trained, experienced communications officers, supervisors, managers and administrators;
- Maintain a 90% customer satisfaction rate by ensuring the department provides its required services to citizens and user agencies in a timely, efficient, effective and professional manner;
- Maintain a 90% accuracy rate when handling emergency medical dispatch related calls;
- Assure the Hanover County Security Alarm Ordinance is administered in a proper and efficient manner;
- Ensure that all vital and critical systems and equipment remain operational 95% of the time to ensure the emergency communications, law enforcement and public safety personnel have the tools and equipment readily available to them 24/7 to perform their duties in an efficient, timely and professional manner;
- Ensure the department continues to research, evaluate and pursue equipment, technology, facilities, services and systems that will enhance the emergency communications operation and provide communications officers and field personnel with the tools and technology they need to perform their duties in a safe, efficient and timely manner; and,
- Continue to increase the skills, knowledge and service levels of communications officers, supervisors, managers and administrative staff.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Wireless 911 calls received	30,930	30,000	31,000	30,000
Wire line 911 calls received	9,530	10,000	10,000	10,000
Non-911 telephone calls received	105,855	125,000	110,000	125,000
Public safety incidents received	68,196	75,000	70,000	75,000
Number of dispatch consoles	12	12	12	12
Number of call taker consoles	12	12	12	12

Fire-EMS

DESCRIPTION

Fire-EMS provides emergency services to the citizens of Hanover County, utilizing a combination system of both paid and volunteer staff. Hanover County currently utilizes the support of approximately 400 volunteer personnel. Responsibilities include an all hazards incident management approach to emergencies including fire, emergency medical response, hazardous materials, large-scale incidents and natural/man-made disasters. Fire-EMS staff participate in numerous regional exercises to prepare for any type of disaster or terrorist event. The department also enhances prevention through public education, fire code inspections and fire investigations. Fire-EMS provides academies for career staff and volunteer members that include over 300 hours of basic training to become an entry-level firefighter. Advanced EMS education is provided for volunteers in the stations, through Hanover County Public Schools and in conjunction with J. Sargeant Reynolds Community College.

Services are provided out of 16 Fire-EMS stations: Ashland (1), Beaverdam (2), Eastern Hanover (3), Doswell (4), Hanover Courthouse (5), Henry (6), Mechanicsville (7), Montpelier (8), Rockville (9), Chickahominy (10), Farrington (11), Black Creek (12), Ashcake (13), East Hanover (14), West Hanover (15) and Ashland (16).

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**17,520,784**	**18,777,532**	**20,054,120**	**6.8%**
Salaries & Fringe Benefits	13,874,612	14,875,610	15,971,941	7.4%
Operating	3,485,377	3,596,922	3,851,619	7.1%
Capital Outlay	160,795	305,000	230,560	-24.4%
Revenues	**17,520,784**	**18,777,532**	**20,054,120**	**6.8%**
General Fund Revenue	13,512,034	15,380,613	16,300,209	6.0%
Local Revenue	3,142,786	2,454,600	2,756,600	12.3%
Intergovernmental	865,964	942,319	997,311	5.8%
Per capita cost of operating department	**$ 161.04**	**$ 170.09**	**$ 179.05**	
Generated Revenue Percent	**22.9%**	**18.1%**	**18.7%**	
General Fund Revenue Percent	**77.1%**	**81.9%**	**81.3%**	
Full-time Equivalents (FTE)	**175.00**	**183.00**	**197.00**	
Full-time Positions	175.00	183.00	197.00	
Part-time Positions	-	-	-	

Fire-EMS

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for three (3) Firefighter Medic positions ($163,436) and two (2) Lieutenant positions ($146,114). It also includes a countywide compensation adjustment and nine (9) grant-funded Firefighter Medic positions added mid-year in FY18. The Operating increase is due primarily to increased funding for fleet vehicle and power equipment supplies, protective clothing, small capital outlay and professional services. The Operating increase also includes Service Level Plan funding of recurring ($1,750) and one-time ($26,700) costs for the new positions, plus one-time funding for thirteen (13) sets of personal protective equipment ($42,580), training center improvements ($25,000) and $12,000 of other items. Capital Outlay is comprised of one-time items from the Service Level Plan including two (2) sets of heavy rescue extrication equipment ($50,000), hazmat/vehicle supplies ($46,000), twenty-four (24) rapid intervention packs ($43,530), vehicle replacement ($43,330), nine (9) mobile data computers ($36,000) and one (1) bathroom trailer replacement ($11,700). The Fire/EMS portion of the Capital Improvements Program (CIP) includes $1,250,000 for the fire engine and heavy rescue apparatus replacement plan as well as $564,000 for the ambulance replacement plan. The increase in Intergovernmental revenue is the result of a U.S. Department of Homeland Security grant. The Local Revenue recovery of EMS fees relative to ambulance transport is projected to increase by $300,000 to $2.5M.

GOALS & OBJECTIVES

- Compliance with emergency response plans and documents for radiologic response, readiness initiative, regional hazard mitigations and local emergency response plan;
- Responders to arrive on scene based on established service level goals;
- Rate of structure fire-related injuries for civilians and responders per 100,000 of population less than the Commonwealth of Virginia average;
- Percent of fire contained to the building of origin 90% or greater; and,
- Maintain a patient condition rate of "improved" or "same" 90% or greater upon delivery at the hospital.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Respond to 80% of Priority 1 calls in less than 9 minutes	81.0%	78.0%	81.0%	80.0%
Respond to 80% of Priority 2 calls in less than 13 minutes	90.0%	90.0%	90.0%	90.0%
Respond to 80% of Priority 3 calls in less than 16 minutes	87.0%	82.0%	87.0%	85.0%
Respond to 80% of urban fire calls in less than 9 minutes	82.0%	85.0%	82.0%	82.0%

Juvenile Court Services

DESCRIPTION

The Juvenile Court Services Unit (JCSU) is responsible for providing intake, probation, case management, psychological services and social investigations. The intake officer has the authority, based on the definitions in the Code of Virginia, to divert relatively minor cases and first offenders (Children in Need of Services, Children in Need of Supervision and Delinquent) from the court system to programs and services operated by the JCSU or outside the Unit. The intake officer also processes all requests for juvenile criminal charges that are directed to the court for adjudication. The intake officer has the ability to issue detention orders for juveniles who are charged with a class 1 misdemeanor or felony and who pose a threat to the safety of themselves or others. There are four levels of detention: secure detention, non-secure (shelter care), electronic monitoring and house arrest. The JCSU monitors all juveniles during any level of detention but does not have access to a shelter care option at this time. Domestic cases (custody, spousal and child support, spousal abuse and child visitation) are also prepared for the court by the intake officer.

The JCSU provides probation supervision as ordered by the court. The length of probation is determined by the JCSU with judicial approval and the time period is dependent on the juvenile's adjustment and compliance with court-ordered requirements. Programs provided to juveniles and their parents include electronic monitoring, supervision plan services and community service work. The JCSU provides funding for intensive in-home counseling services for probationers and their families when appropriate.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**507,605**	**570,582**	**548,380**	**-3.9%**
Salaries & Fringe Benefits	201,598	222,293	221,025	-0.6%
Operating	306,007	348,289	327,355	-6.0%
Revenues	**507,605**	**570,582**	**548,380**	**-3.9%**
General Fund Revenue	426,362	489,382	467,180	-4.5%
Intergovernmental	81,243	81,200	81,200	0.0%
Per capita cost of operating department	**$ 4.67**	**$ 5.17**	**$ 4.90**	
Generated Revenue Percent	**16.0%**	**14.2%**	**14.8%**	
General Fund Revenue Percent	**84.0%**	**85.8%**	**85.2%**	
Full-time Equivalents (FTE)	**3.00**	**3.00**	**3.00**	
Full-time Positions	3.00	3.00	3.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The decrease to Salaries & Fringe Benefits is from a reduction in requested part-time non-benefited support. This decrease is partly offset by a countywide compensation adjustment. The Operating budget decreases primarily because of reduced costs to house juvenile offenders who are placed at the Merrimac Juvenile Detention Center and an adjustment to contractual services used for juvenile offenders with a lower level of detention.

Juvenile Court Services

GOALS & OBJECTIVES

- Continue to provide an alternative to secure detention through the Electronic Incarceration Program;
- Continue to provide intensive supervision and coordination for the Juvenile Drug Court program;
- Continue to provide community service opportunities and supervision for juvenile offenders;
- Provide additional community supervision of juvenile offenders through community surveillance;
- Consistently practice the principals of effective community supervision; and,
- Increase utilization of incentives directly linked to achieving established goals with juveniles under supervision.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Program participation:				
Community service	145	150	150	150
Truancy project	52	50	50	50
Juvenile drug court	8	13	10	10
Supervision plan services	7	8	8	8
Community surveillance	35	50	50	50
Number of electronic monitoring cases	41	50	50	50
Total caseload (delinquent & domestic)	1,750	1,800	1,800	1,800
Total delinquent	454	450	455	455
Total diverted	190	150	150	150

Pamunkey Regional Jail

DESCRIPTION

The Pamunkey Regional Jail Authority (PRJA) operates a regional jail for the Counties of Hanover and Caroline and the Town of Ashland. The Jail began operations in 1998. The facility contains 519 beds consisting of 451 general-purpose beds, a 24 bed work-release center, a 6 bed infirmary and 38 special-management beds. Hanover County is charged a per diem prisoner fee by the Jail sufficient to pay its operating and debt service costs.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**5,529,640**	**6,160,000**	**5,343,000**	**-13.3%**
Operating	5,529,640	6,160,000	5,343,000	-13.3%
Revenues	**5,529,640**	**6,160,000**	**5,343,000**	**-13.3%**
General Fund Revenue	5,529,640	6,160,000	5,343,000	-13.3%
Per capita cost of operating department	**$ 50.82**	**$ 55.80**	**$ 47.71**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

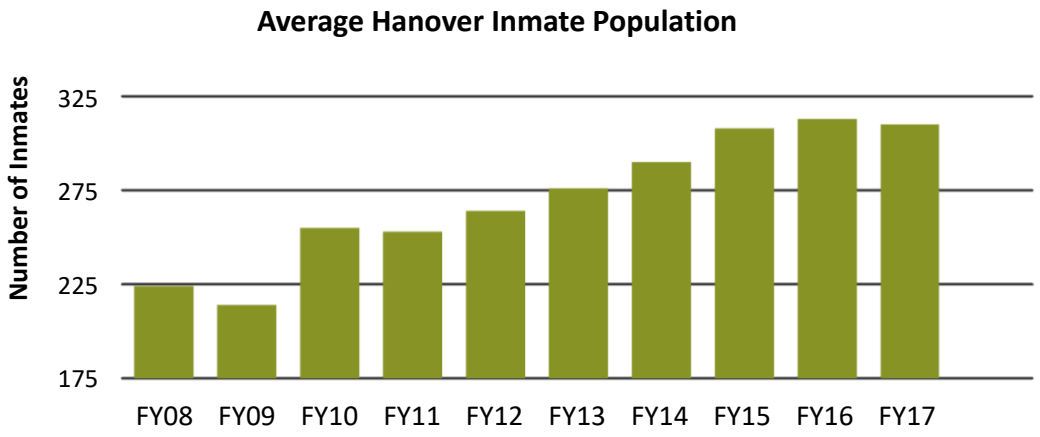
The budget reflects the per diem cost ($46.47 per day) to house inmates as part of the County's participation in PRJA. The per diem rate decreased $7.08 for FY19. The decrease is due to the Jail using its Restricted Debt Service fund balance to make the final FY19 construction bond payment instead of billing the County for its portion as in prior fiscal years.

GOALS & OBJECTIVES

- Continue to enhance relationship with user jurisdictions, outside agencies and the public through effective correctional services and community involvement;
- Provide staff the needed training to ensure a safe work environment;
- Provide inmates with quality medical care and a safe living environment;
- Maintain revenue from federal contract bed rentals and continue to pursue other possible contract bed rentals; and,
- Maintain American Correctional Association accreditation and Department of Corrections certification through staff development while adhering to facility policies and procedures.

Pamunkey Regional Jail

SERVICE LEVELS



Sheriff

DESCRIPTION

Law enforcement in the County is provided by the Sheriff's Office. The Sheriff is an elected Constitutional Officer serving a four-year term of office. This office is divided into three sections: Administrative Support Operations, Investigative Operations and Uniform Patrol Operations. Each unit is responsible for various areas of law enforcement. The Sheriff provides preventive patrol through community policing, responds to calls for service, arrests suspected offenders, promotes traffic safety, combats drug-related activities and conducts criminal investigations. Under each unit there are many specialized teams that provide service to the County, including the Traffic Safety Unit, K-9 Unit, High Risk Entry Team, Hostage Negotiation Team, Search and Rescue and Underwater Forensic Team.

The Sheriff is also responsible for courthouse security and the processing of civil court papers. The budget for these responsibilities is reflected under the Court Services department.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**23,183,104**	**24,342,448**	**25,185,094**	**3.5%**
Salaries & Fringe Benefits	18,612,815	19,536,348	20,107,271	2.9%
Operating	2,744,246	2,988,840	2,947,383	-1.4%
Capital Outlay	1,826,043	1,817,260	2,130,440	17.2%
Revenues	**23,183,104**	**24,342,448**	**25,185,094**	**3.5%**
General Fund Revenue	19,500,758	20,614,648	21,472,094	4.2%
Local Revenue	176,808	163,500	158,000	-3.4%
Intergovernmental	3,449,938	3,564,300	3,555,000	-0.3%
Transfers In	55,600	-	-	----
Per capita cost of operating department	**$ 213.08**	**$ 220.49**	**$ 224.87**	
Generated Revenue Percent	**15.9%**	**15.3%**	**14.7%**	
General Fund Revenue Percent	**84.1%**	**84.7%**	**85.3%**	
Full-time Equivalents (FTE)	**234.00**	**240.00**	**245.00**	
Full-time Positions	233.00	239.00	244.00	
Part-time Positions	1.00	1.00	1.00	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for five (5) Deputy Sheriff positions ($270,560) and a countywide compensation adjustment. This is partly offset by the expiration of one-time overtime funding in FY18. The Operating increase includes Service Level Plan funding of recurring ($21,720) and one-time ($128,250) costs for the new positions and one-time funding for twenty-eight (28) Tasers ($29,540) and five (5) tactical vests ($15,500). Capital Outlay is comprised of one-time items from the Service Level Plan including five (5) additional vehicles for the new positions ($195,120), forty-five replacement vehicles ($1,756,080) and thirty-five (35) replacement mobile data computers ($150,500), as well as $28,740 in other items. Local Revenue for extradition of prisoners has been reassigned to Court

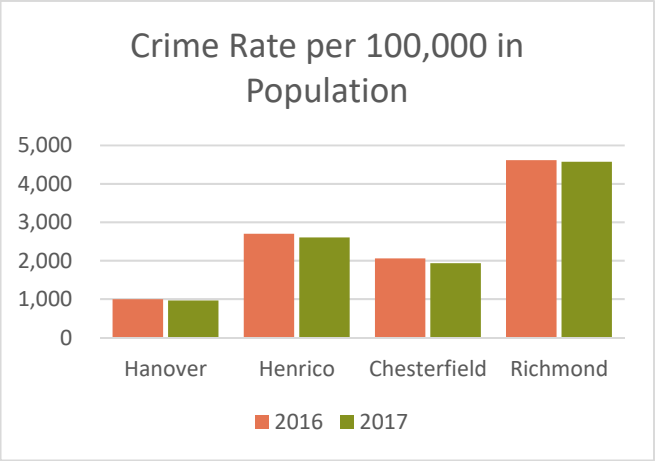
Sheriff

GOALS & OBJECTIVES

- Create and foster safe communities through delivery of high-quality law enforcement services and community partnerships;
- Seek, hire and retain skilled professionals committed to the community;
- Support and continually evaluate internal operations; and,
- Ensure fiscally responsible stewardship.

SERVICE LEVELS*	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Total responses	63,038	64,000	64,298	65,500
Average response time Priority 1 calls (minutes)	8.5	8.8	9.0	9.0
Number of funded, sworn officers per 10,000 people	19.8	22.0	20.0	20.2

	2015		2016		2017	
	Crimes	Clearance	Crimes	Clearance	Crimes	Clearance
Murder	3	6	4	4	3	3
Rape	12	10	6	8	20	18
Robbery	11	5	9	6	7	6
Aggr. Assault	47	44	43	38	42	36
Burglary	74	55	65	46	43	32
Larceny	864	385	886	449	893	402
Auto Theft	33	12	50	23	37	23
Arson	4	3	7	5	2	1
TOTAL	**1,048**	**520**	**1,070**	**579**	**1,047**	**521**



** Service levels reported per calendar year.*

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Public Works

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures - by Department	**10,212,310**	**11,067,409**	**11,143,245**	**0.7%**
General Services	4,111,709	4,618,778	4,645,876	0.6%
Public Works	1,836,617	1,897,746	1,928,479	1.6%
Public Works Operations	4,263,984	4,550,885	4,568,890	0.4%
Expenditures - by Category	**10,212,310**	**11,067,409**	**11,143,245**	**0.7%**
Salaries & Fringe Benefits	5,781,952	6,110,993	6,280,670	2.8%
Operating	4,187,589	4,780,246	4,701,935	-1.6%
Capital Outlay	242,769	176,170	160,640	-8.8%
Revenues	**10,212,310**	**11,067,409**	**11,143,245**	**0.7%**
General Fund Revenue	8,405,399	9,256,489	9,668,312	4.4%
Local Revenue	1,740,866	1,792,920	1,456,024	-18.8%
Intergovernmental	18,345	18,000	18,000	0.0%
Transfers In	47,700	-	-	----
Use of Planned Surpluses	-	-	909	----
Generated Revenue Percent	**17.7%**	**16.4%**	**13.2%**	
General Fund Percent	**82.3%**	**83.6%**	**86.8%**	
Full-time Equivalents (FTE)	**84.50**	**86.50**	**86.60**	
Full-time Positions	83.00	85.00	85.00	
Part-time Positions	1.50	1.50	1.60	

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
General Services	**33.00**	**33.00**	**-**	**33.00**	**-**
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
ADMINISTRATIVE MANAGER	**1.00**	1.00	-	**1.00**	-
AUTOMOTIVE SERVICES COORDINATOR	**1.00**	1.00	-	**1.00**	-
AUTOMOTIVE SERVICES WORKER	**1.00**	1.00	-	**1.00**	-
AUTOMOTIVE TECHNICIAN	**12.00**	12.00	-	**12.00**	-
CUSTOMER SERVICE AGENT	**1.00**	1.00	-	**1.00**	-
DEPUTY DIRECTOR GENERAL SERVICES	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF GENERAL SERVICES	**1.00**	1.00	-	**1.00**	-
FACILITIES SERVICE COORDINATOR	**1.00**	1.00	-	**1.00**	-
FACILITIES TECHNICIAN	**5.00**	5.00	-	**5.00**	-
FACILITIES TECHNICIAN SENIOR SUPERVISOR	**1.00**	1.00	-	**1.00**	-
FACILITIES TECHNICIAN SUPERVISOR	**1.00**	1.00	-	**1.00**	-
FLEET MANAGER	**1.00**	1.00	-	**1.00**	-
FLEET OPERATIONS MANAGER	**1.00**	1.00	-	**1.00**	-
PARTS EXPEDITER	**1.00**	1.00	-	**1.00**	-
SAFETY AND RISK MANAGER	**1.00**	1.00	-	**1.00**	-
SAFETY SPECIALIST	**1.00**	1.00	-	**1.00**	-
TELECOMMUNICATIONS TECHNICIAN	**1.00**	1.00	-	**1.00**	-
Public Works	**18.00**	**17.00**	**1.00**	**18.00**	**-**
ACCOUNT CLERK	**1.00**	1.00	-	**1.00**	-
ADMINISTRATIVE ASSISTANT	**1.00**	1.00	-	**1.00**	-
BUSINESS AND OPERATIONS MANAGER	**1.00**	1.00	-	**1.00**	-
CAPITAL PROJECTS SPECIALIST	**0.50**	-	0.50	**0.50**	-
CIVIL ENGINEER	**5.50**	5.00	0.50	**5.50**	-
CONSTRUCTION COORDINATOR	**3.00**	3.00	-	**3.00**	-
DEPUTY DIRECTOR OF PUBLIC WORKS	**1.00**	1.00	-	**1.00**	-
DIRECTOR OF PUBLIC WORKS	**1.00**	1.00	-	**1.00**	-
ENGINEERING MANAGER	**1.00**	1.00	-	**1.00**	-
ENVIRONMENTAL COMPLIANCE MGR	**1.00**	1.00	-	**1.00**	-
OFFICE MANAGER	**1.00**	1.00	-	**1.00**	-
TRAFFIC ENGINEER	**1.00**	1.00	-	**1.00**	-

FTE by Position

	FY18 Amended	FY19 Full-time	FY19 Part-time	FY19 Budget	Chg from FY18 Amended
Public Works Operations	**35.50**	**35.00**	**0.60**	**35.60**	**0.10**
CHIEF OF OPERATIONS & MAINTENANCE	**1.00**	1.00	-	**1.00**	-
CUSTOMER SERVICE AGENT	**1.00**	1.00	-	**1.00**	-
SOLID WASTE EQUIP OPERATOR	**11.00**	11.00	-	**11.00**	-
SOLID WASTE OPERATOR	**19.50**	19.00	0.60	**19.60**	0.10
WASTE COLLECTION SUPERINTENDENT	**1.00**	1.00	-	**1.00**	-
WASTE DISPOSAL ASSISTANT SUPERINTENDENT	**1.00**	1.00	-	**1.00**	-
WASTE DISPOSAL SUPERINTENDENT	**1.00**	1.00	-	**1.00**	-
Total	**86.50**	**85.00**	**1.60**	**86.60**	**0.10**

General Services

DESCRIPTION

The General Services department includes Facilities, Fleet and Risk Management divisions. Facilities is responsible for property management, maintenance and renovation of all non-school, County-owned facilities. This includes overall responsibility for a preventive maintenance program, in-house repairs and alterations of the buildings and related systems. This division provides support and management services for the County and School telephone system and administers the County's Facilities and Energy Management policies.

Fleet provides preventive maintenance and repair service for County and School vehicles and motorized equipment and administers the Fleet Management Policy. This division provides services including vehicle registrations, preparing equipment specifications, vehicle acquisition and disposal, vehicle replacement and maintaining vehicle history records. This division administers the vehicle fuel management program for County and School vehicles.

Risk Management serves both the County and Schools by providing risk assessments, enhanced safety practices and assistance with determining compliance with Federal Occupational Safety and Health Administration (OSHA) requirements. This division assists with administering the County's Vehicle Safety Policy and assists departments with application of the provisions of the Hanover safety manual.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**4,111,709**	**4,618,778**	**4,645,876**	**0.6%**
Salaries & Fringe Benefits	2,269,586	2,384,577	2,458,689	3.1%
Operating	1,783,040	2,186,641	2,158,867	-1.3%
Capital Outlay	59,083	47,560	28,320	-40.5%
Revenues	**4,111,709**	**4,618,778**	**4,645,876**	**0.6%**
General Fund Revenue	4,056,312	4,615,778	4,642,376	0.6%
Local Revenue	7,697	3,000	3,500	16.7%
Transfers In	47,700	-	-	----
Per capita cost of operating department	**$ 37.79**	**$ 41.84**	**$ 41.48**	
Generated Revenue Percent	**1.3%**	**0.1%**	**0.1%**	
General Fund Revenue Percent	**98.7%**	**99.9%**	**99.9%**	
Full-time Equivalents (FTE)	**32.00**	**33.00**	**33.00**	
Full-time Positions	32.00	33.00	33.00	
Part-time Positions	-	-	-	

General Services

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes a countywide compensation adjustment and part-time non-benefited Account Clerk support. The Operating decrease includes roughly $57K in savings for heating and electrical services. This decrease is partly offset by Service Level Plan recurring funding for additional County facility maintenance ($25,000) and Courthouse audio-visual system maintenance ($4,500). Capital Outlay is comprised of all one-time items from the Service Level Plan including lift posts for vehicle maintenance ($20,000) and mobile data computers ($8,320).

GOALS & OBJECTIVES

- Respond to all facility emergency calls in three (3) hours or less;
- Complete facilities preventive work requests within five (5) days of issue;
- Provide project management services for capital improvement projects as needed;
- Identify and perform energy saving projects in line with the Board's Energy Initiative;
- Provide ongoing maintenance and support to all County and School phone systems and serve as liaison to service providers for all service issues;
- Maintain County and School vehicles in a safe and cost effective manner;
- Assist customers with fleet needs and promote effective fleet management through best management practices;
- Administer the vehicle fuel management program for County and School vehicles;
- Improve safety and reduce losses by providing safety training and increasing safety awareness through the use of departmental safety teams and coordinators;
- Coordinate claims processing services for County and School insurance policies;
- Provide risk management services for County and School departments and employees through ensuring appropriate insurance coverage and risk mitigation strategies; and,
- Administer the Wireless Services Program for County departments.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Vehicles maintained:				
School buses	305	305	305	305
Public safety	460	455	460	465
Other	370	385	375	380
Special purpose equipment	80	80	80	80
Total	**1,215**	**1,225**	**1,220**	**1,230**
Square feet maintained	732,674	732,674	732,674	732,674
Safety audits performed	75	75	75	75

Public Works

DESCRIPTION

Public Works' responsibilities include assisting with the planning, design and construction of capital projects within the County not related to Public Schools or Public Utilities; administration of the State-mandated Chesapeake Bay, Floodplain, Stormwater Management and Erosion & Sediment Control programs; implementation of the County's regional stormwater quality program; oversight responsibility over solid waste disposal, refuse collection and recycling; management of airport operations and facilities; and management of the Cannery. Public Works reviews subdivision and site plans, inspects subdivision roads, administers the flood plain ordinance and manages underground storage tanks for County facilities. The department provides input to the Virginia Department of Transportation (VDOT) regarding transportation projects being managed by VDOT and manages the planning, design and construction of County road projects.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**1,836,617**	**1,897,746**	**1,928,479**	**1.6%**
Salaries & Fringe Benefits	1,633,118	1,699,927	1,733,248	2.0%
Operating	203,499	197,819	195,231	-1.3%
Revenues	**1,836,617**	**1,897,746**	**1,928,479**	**1.6%**
General Fund Revenue	1,553,841	1,613,746	1,644,479	1.9%
Local Revenue	282,776	284,000	284,000	0.0%
Per capita cost of operating department	**$ 16.88**	**$ 17.19**	**$ 17.22**	
Generated Revenue Percent	**15.4%**	**15.0%**	**14.7%**	
General Fund Revenue Percent	**84.6%**	**85.0%**	**85.3%**	
Full-time Equivalents (FTE)	**18.00**	**18.00**	**18.00**	
Full-time Positions	17.00	17.00	17.00	
Part-time Positions	1.00	1.00	1.00	

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. The Operating budget is slightly reduced, with decreases in office supplies, vehicle gas, printing, training services and postage. These decreases are partly offset by increases in uniforms and wearing apparel, software services, package insurance and motor vehicle insurance.

Public Works

GOALS & OBJECTIVES

- Provide construction management for assigned County projects;
- Review 100% of erosion and sediment control plans and utility plans within 14 days;
- Review 95% of building permits within four (4) days;
- Review 100% of construction plans within three (3) weeks of receipt from the Planning Department;
- Respond to 100% of all drainage complaints within ten (10) days; and,
- Operate the Cannery to meet citizen needs.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Erosion control and utility plans submitted	17	30	34	30
Site plan reviews	132	200	168	175
Subdivision construction plan reviews	68	50	84	60
Subdivision plat reviews	75	50	46	50
Drainage complaints	144	175	144	175
Building permits submitted:				
Residential	422	575	575	575
Commercial	278	200	250	200
Septic tank pump-out letters sent	3,834	3,500	3,500	3,500
Cannery items processed (cans and jars)	2,775	3,500	3,000	3,000
Cannery patrons	42	120	50	50

Public Works Operations

DESCRIPTION

Public Works Operations provides for solid waste disposal and recycling for Hanover citizens. The County has six (6) manned convenience centers that accept solid waste and numerous recyclables. The County either sells the recovered materials or they are processed through outside contractors. Yard waste, leaves and grass are collected at select convenience centers. Brush is chipped and sold as mulch or fuel chips, used at schools/parks and given away to the public. The department also operates the 301 Transfer Station and Yard Waste Composting Facility. Solid waste is loaded into contractor trailers and hauled to a private landfill. Public Works Operations is also responsible for street sign installation, stormwater drainage easement maintenance and litter control.

The Board of Supervisors established Recycling Service Districts for the residents of the Ashcreek and Milestone subdivisions on January 23, 2008. There are thirteen (13) subdivisions under one united Service District. This authorization was in response to petitions for establishment of service districts for the purpose of funding every other week curbside recycling service for plastic and glass bottles, metal cans and paper from these communities.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**4,263,984**	**4,550,885**	**4,568,890**	**0.4%**
Salaries & Fringe Benefits	1,879,248	2,026,489	2,088,733	3.1%
Operating	2,201,050	2,395,786	2,347,837	-2.0%
Capital Outlay	183,686	128,610	132,320	2.9%
Revenues	**4,263,984**	**4,550,885**	**4,568,890**	**0.4%**
General Fund Revenue	2,795,246	3,026,965	3,381,457	11.7%
Local Revenue	1,450,393	1,505,920	1,168,524	-22.4%
Intergovernmental	18,345	18,000	18,000	0.0%
Use of Planned Surpluses	-	-	909	----
Per capita cost of operating department	**$ 39.19**	**$ 41.22**	**$ 40.79**	
Generated Revenue Percent	**34.4%**	**33.5%**	**26.0%**	
General Fund Revenue Percent	**65.6%**	**66.5%**	**74.0%**	
Full-time Equivalents (FTE)	**34.50**	**35.50**	**35.60**	
Full-time Positions	34.00	35.00	35.00	
Part-time Positions	0.50	0.50	0.60	

Public Works Operations

BUDGET HIGHLIGHTS

The increase to Salaries & Fringe Benefits includes Service Level Plan funding for the reclassification of a Solid Waste Operator from 0.5 to 0.6 FTE ($2,917) and a countywide compensation adjustment. The Operating decrease is significantly due to the transfer station hauling contract and decrease in contract tonnage. The decrease in contract tonnage also reduces related Local Revenue. The Operating decrease is partly offset by increased funding for contractual services, repair and maintenance services, professional services and fleet vehicle and power equipment supplies. Contractual services is mostly increased due to a suppression of the rebate received for curbside recycling. This increase in Recycling District expenditures is offset by an increase in the Recycling District Tax rate, which will increase from $20.50 to $24.30 per residential lot. Capital Outlay is comprised of all one-time items from the Service Level Plan including environmental improvement structures ($33,000), compactor systems ($40,500), a zero turn mower ($9,620) and six (6) roll off containers ($49,200).

GOALS & OBJECTIVES

- Maintain solid waste collection and disposal services within resources;
- Maintain street sign maintenance services;
- Maintain drainage easement maintenance at the highest level within the resources available;
- Maintain recycling and compost programs; and,
- Maintain litter and special waste programs within resources.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Municipal Solid Waste (MSW) tonnage received at convenience centers:				
Private	22,957	26,994	37,407	21,314
Public	26,050	26,381	25,710	27,540
MSW pulls from convenience centers	2,672	2,958	2,700	2,700
Tons recycled	12,415	11,000	12,500	12,500
Drainage maintenance requests - DPW crews	211	300	225	300
Service calls for street signs	183	220	200	200

FY19 ADOPTED BUDGET:

OTHER FUNDS

Other Funds

	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**262,203,239**	**284,380,513**	**290,875,292**	**2.3%**
Debt Service Fund	**19,592,735**	**19,472,370**	**20,097,966**	**3.2%**
Enterprise Funds	**24,841,030**	**39,160,698**	**34,705,513**	**-11.4%**
Airport Fund	223,106	373,787	376,219	0.7%
Public Utilities Fund	24,617,924	38,786,911	34,329,294	-11.5%
Fiduciary Funds	**2,550,614**	**1,752,400**	**1,809,900**	**3.3%**
Bell Creek CDA Fund	156,238	159,500	160,000	0.3%
Lewistown CDA Fund	2,394,376	1,592,900	1,649,900	3.6%
Internal Service Fund	**35,388,224**	**35,351,416**	**41,249,425**	**16.7%**
Self-Insurance Fund	35,388,224	35,351,416	41,249,425	16.7%
School Funds	**179,636,134**	**188,481,699**	**192,947,093**	**2.4%**
Food Services Fund	6,543,664	7,489,025	7,643,615	2.1%
Schools Operating Fund	173,092,470	180,992,674	185,303,478	2.4%
Special Revenue Fund	**194,502**	**161,930**	**65,395**	**-59.6%**
Economic Development Authority	194,502	161,930	65,395	-59.6%
Expenditures	**262,203,239**	**284,380,513**	**290,875,292**	**2.3%**
Salaries & Fringe Benefits	**164,667,327**	**170,967,459**	**176,455,001**	**3.2%**
Operating	**67,438,438**	**70,876,519**	**76,041,723**	**7.3%**
Capital Outlay	**2,755,775**	**2,683,532**	**3,132,342**	**16.7%**
Transfers Out	**4,645,902**	**17,213,718**	**12,651,026**	**-26.5%**
Debt Service	**22,695,797**	**22,639,285**	**22,595,200**	**-0.2%**
Revenues	**265,613,552**	**284,380,513**	**290,875,292**	**2.3%**
Local Revenue	**72,284,733**	**75,662,458**	**77,560,321**	**2.5%**
Intergovernmental	**96,504,980**	**98,616,619**	**99,055,876**	**0.4%**
Transfers In	**96,783,723**	**102,556,438**	**106,759,645**	**4.1%**
Use of Planned Surpluses	**-**	**7,504,998**	**7,171,950**	**-4.4%**
Long-term Debt	**40,116**	**40,000**	**327,500**	**718.8%**
Generated Revenue Percent	**63.6%**	**63.9%**	**63.3%**	
General Fund Percent	**36.4%**	**36.1%**	**36.7%**	
Full-time Equivalents (FTE)	**2,577.85**	**2,586.95**	**2,598.55**	
Full-time Positions	2,432.00	2,440.00	2,451.00	
Part-time Positions	145.85	146.95	147.55	

Capital Improvements Program (CIP) Funds are not included in the above summary. See the CIP section of this document for information related to those funds.

Debt Service Fund

DESCRIPTION

Debt service is an expense to the County for principal and interest payments on financing mechanisms, which include: general obligation bonds, revenue bonds, lease-purchase arrangements and loans from the Virginia Department of Education Literary Loan Fund.

The Constitution of Virginia and the Virginia Public Finance Act provide the County with authority to issue general obligation debt secured solely by the pledge of its full faith and credit. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia, there is no statutory limitation on the amount of general obligation debt the County may incur. Debt secured solely by the revenues generated by the system for which the bonds were issued may be issued in any amount without a public referendum.

The County's commitment to established debt and financial management policies has enabled the County to achieve AAA bond ratings from all three rating agencies: Fitch Ratings, Standard & Poor's and Moody's Investors Service.

The process of debt funding begins with the Five-Year Capital Improvements Program (CIP). The Board of Supervisors not only approves which projects are to be funded in which year, but the Board also approves a means of financing. The debt service of the CIP is designed to have minimal impact on the General Fund balance and not produce wide fluctuations of annual debt service requirements.

As of June 30, 2017, the County had total bonded debt outstanding of $161.6 million.

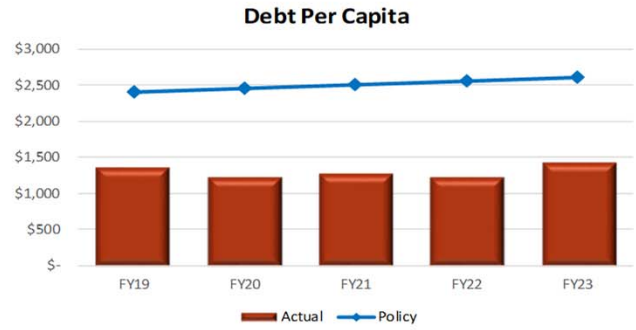
BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**19,592,735**	**19,472,370**	**20,097,966**	**3.2%**
Operating	**16,140**	**24,400**	**27,698**	**13.5%**
Debt Service	**19,576,595**	**19,447,970**	**20,070,268**	**3.2%**
Interest	6,747,842	6,462,250	6,335,433	-2.0%
Issuance Costs	40,116	40,000	327,500	718.8%
Principal	12,788,637	12,945,720	13,407,335	3.6%
Revenues	**19,850,734**	**19,472,370**	**20,097,966**	**3.2%**
Local Revenue	**61,901**	**-**	**-**	**----**
Investment Income	61,901	-	-	----
Intergovernmental	**253,659**	**252,850**	**252,850**	**0.0%**
Fed BABs Debt Service	253,659	252,850	252,850	0.0%
Transfers In	**19,495,058**	**19,179,520**	**19,517,616**	**1.8%**
Transfer from General Fund	19,480,361	19,179,520	19,517,616	1.8%
Transfer from School CIP	14,697	-	-	----
Long-term Debt	**40,116**	**40,000**	**327,500**	**718.8%**

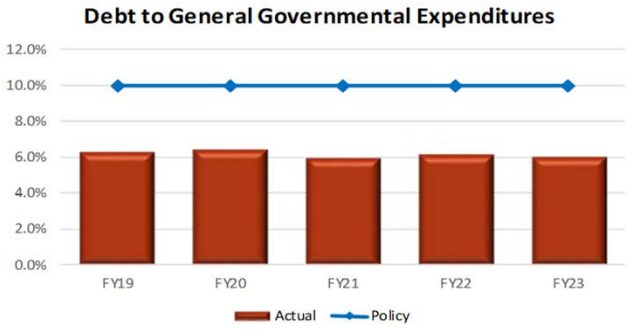
Debt Service Fund

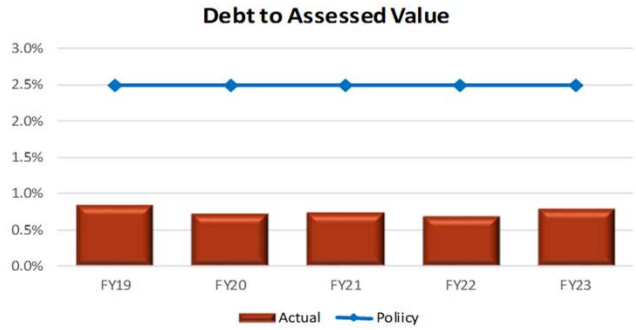
Generated Revenue Percent	**1.9%**	**1.5%**	**2.9%**
General Fund Revenue Percent	**98.1%**	**98.5%**	**97.1%**
Full-time Equivalents (FTE)	**-**	**-**	**-**
Full-time Positions	-	-	-
Part-time Positions	-	-	-

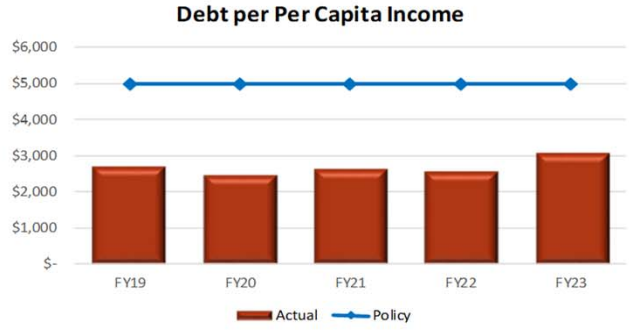
DEBT RATIO POLICIES

In an effort to maintain fiscal restraint and control, the Board of Supervisors has established guidelines for each of the following debt ratios: debt per capita ($1,900 as of June 30, 2007 and growing by 2% annually beginning FY08); debt to assessed value (2.5%); debt service to general (non-capital) governmental expenditures (10%); and debt per capita income ($5,000). The following graphs illustrate the County's actual and projected compliance with the debt policy:









Airport Fund

DESCRIPTION

The Hanover County Airport is a 260 acre facility strategically located between Ashland and Richmond, and is easily accessible to Interstates 95 and 295 for multimodal transportation. The airport is a reliever airport within the Richmond Metropolitan Service Area that provides over $29 million in yearly economic impact, based on a 2010 study contracted by the Virginia Department of Aviation. The facility has a 5,400 x 100 foot runway, non-precision landing system and, with the services provided by a contracted operator, the airport is able to accommodate corporate aircraft and the businesses that they represent. Services at the facility include flight instruction, aircraft fueling, aircraft charters, aircraft sales, repairs, rentals and aircraft storage.

The following budget summary is for the Airport Fund, excluding capital improvements. Due to the conversion over to a new financial system, CIP projects for the Airport are included in a separate Airport CIP Fund for enhanced internal reporting purposes.

BUDGET SUMMARY - OPERATING FUND	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**223,106**	**373,787**	**376,219**	**0.7%**
Salaries & Fringe Benefits	**107,288**	**109,338**	**111,712**	**2.2%**
Operating	**55,810**	**122,658**	**122,829**	**0.1%**
Debt Service	**60,008**	**141,791**	**141,678**	**-0.1%**
Interest	60,008	55,688	51,146	-8.2%
Principal	-	86,103	90,532	5.1%
Revenues	**267,997**	**373,787**	**376,219**	**0.7%**
Local Revenue	**215,748**	**262,772**	**274,190**	**4.3%**
Rental Income	187,848	187,872	199,290	6.1%
Rental Rev Tower Lease	27,900	24,900	24,900	0.0%
Reserve for Revenue Transfers	-	50,000	50,000	0.0%
Transfers In	**52,249**	**61,018**	**52,029**	**-14.7%**
Transfer from General Fund	52,249	61,018	52,029	-14.7%
Use of Planned Surpluses	**-**	**49,997**	**50,000**	**0.0%**
Generated Revenue Percent	**80.5%**	**83.7%**	**86.2%**	
General Fund Revenue Percent	**19.5%**	**16.3%**	**13.8%**	
Full-time Equivalents (FTE)	**1.00**	**1.00**	**1.00**	
Full-time Positions	1.00	1.00	1.00	
Part-time Positions	-	-	-	

Airport Fund

The following budget summary combines the Airport operating and Airport CIP Funds. Detail on Capital Improvements is available in the CIP section of this document.

BUDGET SUMMARY - COMBINED OPERATING & CIP FUNDS	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**2,522,351**	**4,966,454**	**476,219**	**-90.4%**
Salaries & Fringe Benefits	**107,288**	**109,338**	**111,712**	**2.2%**
Operating	**55,810**	**122,658**	**122,829**	**0.1%**
Capital Outlay	**2,299,245**	**4,592,667**	**100,000**	**-97.8%**
Debt Service	**60,008**	**141,791**	**141,678**	**-0.1%**
Revenues	**2,306,340**	**4,966,454**	**476,219**	**-90.4%**
Local Revenue	**215,748**	**262,772**	**274,190**	**4.3%**
Miscellaneous	-	50,000	50,000	0.0%
Use of Money & Property	215,748	212,772	224,190	5.4%
Intergovernmental	**2,038,343**	**4,451,314**	**50,000**	**-98.9%**
Categorical Federal Aid	1,830,004	3,885,901	-	-100.0%
Categorical State Aid	208,339	565,413	50,000	-91.2%
Transfers In	**52,249**	**61,018**	**52,029**	**-14.7%**
Use of Planned Surpluses	**-**	**191,350**	**100,000**	**-47.7%**

BUDGET HIGHLIGHTS

The Airport and Airport CIP Funds track the revenue, debt service, operating and capital transactions for this activity. The increase to Salaries & Fringe Benefits is due primarily to a countywide compensation adjustment. FY19 capital improvements include $50,000 of grant funding. Approximately $4,790 in aircraft personal property tax was assessed in the County in 2017.

GOALS & OBJECTIVES

- Continue the removal of obstructions to accommodate safe operations;
- Acquire Avigation Easements on North End of Airport;
- Continue Construction of East Side Development Phase 1 and 2;
- Continue land acquisition for East Side Development;
- Maximize grant recovery on eligible projects; and,
- Maintain 60 day turnaround time between invoice and revenue recovery for all grants and capital projects.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Number of based aircraft	114	112	115	125
Aircraft hangar spaces	54	54	54	54
Aircraft tie down spaces	56	56	56	92*
Corporate hangars (square feet)	14,800	14,800	14,800	39,800
Gallons of fuel sold	250,245	215,000	255,000	280,000

** FY19 increase due to East Side Development*

Public Utilities Fund

DESCRIPTION

The County's Department of Public Utilities owns, operates and maintains public water and wastewater systems in the Suburban Service Area, the Town of Ashland, the Hanover Courthouse Area and five rural residential subdivisions (collectively, the "System"). Extensions of the System are made in support of and in compliance with the County's and Town of Ashland's Comprehensive Plans.

The Public Utilities Fund is a self-supporting enterprise fund whereby the operations and capital expenditures are funded with revenues generated from customer user fees and one-time fees paid for capacity at the time of connection to the System. County General Fund tax dollars are not used to fund the operating or capital expenses of the System. The Public Utilities Fund reimburses the County's General Fund for direct services provided to support the Department, such as procurement, finance, information technology, human resources and legal. Although the Department is a part of the County government and thus tax exempt, it also pays a service assessment charge to the General Fund in lieu of taxes for indirect Public Safety and Fire-EMS Services. The Board of Supervisors establishes and revises both water and wastewater rates and fees as well as adopts the annual operating and Capital Improvements Program budget.

The Department develops its overall operations, maintenance and capital construction plans for the System to ensure operational reliability, adequate capacity and regulatory compliance. Department capital needs are impacted by projects constructed in support of the County's Comprehensive Plan, rehabilitation and maintenance requirements of the System and maintaining compliance with State and Federal regulations. The Department operates the System with County personnel and maintains the System with both County and private contractor personnel. The Department reads meters, prepares bills and maintains customer accounts. The Department's activities extend to providing assistance to other utility purveyors within the County, supporting economic development initiatives and participating in regional approaches to providing water and wastewater services.

MISSION

The Mission of the Department is "to provide water and wastewater services that, within regulatory guidelines, meet or exceed our customers' needs and expectations for safety, quality and quantity; to provide these services at a competitive price and in a fair and equitable and environmentally responsible manner; and to provide opportunities for personal and professional development for employees at all levels of the department."

EXISTING FACILITIES & SERVICE AREAS

The Department's water system consists of eight (8) potable water wells, one (1) active surface water treatment plant, six (6) water pumping stations and seven (7) storage facilities. Additional water supplies are provided by long-term contracts with the City of Richmond and Henrico County. Rural systems owned and operated by the Department include Georgetown, Dianne Ridge, Oak Hill Estates, Strawhorn, Sinclair Manor and Hanover Courthouse.

The County's wastewater system consists of four (4) wastewater treatment plants and thirty-nine (39) wastewater pumping stations. A portion of the wastewater generated in the Suburban Service Area is pumped to Henrico County for treatment under a long-term contract.

Public Utilities Fund

WATER SUPPLY CONTRACTS

The County has purchased water from Henrico County since 1974. On April 10, 1995, the County negotiated a new agreement with Henrico County to purchase up to 0.775 million gallons per day (MGD). The contract continues until it is terminated by either the County Manager of Henrico or the County Administrator of Hanover, upon giving the other party ten years written notice. In FY16, Hanover made a lump sum capacity payment, as provided for under the contract, to Henrico County.

On July 1, 1994, the County entered into a contract with the City of Richmond. The term of the Richmond contract is through June 30, 2035, and continues thereafter until terminated by either the City Manager of Richmond by giving fifteen years written notice (such notice may not be given earlier than July 1, 2020), or the County Administrator by giving ten years notice (such notice may not be given earlier than July 1, 2025), unless a shorter time for notice is mutually agreed upon. The County's available capacity from Richmond is 20 MGD.

WASTEWATER TREATMENT CONTRACT

The County treats most of the wastewater it collects. Since 1979, it has also purchased wastewater treatment services from Henrico County. On April 10, 1995, Hanover and Henrico entered a new wastewater agreement, which provides for long-term wastewater treatment services by Henrico. The contract continues until it is terminated by mutual agreement. The contract provides for the treatment of 5.4 MGD, based upon a 90-day rolling average. Wastewater is conveyed to Henrico County's Strawberry Hill Pump Station from Hanover's Beaverdam Creek Pump Station.

RATES, FEES AND CHARGES

The principal sources of revenue for the Public Utilities Fund are user fees and capacity fees. Utility customers are generally billed on a bi-monthly basis. Some commercial customers are billed monthly. The user fee is comprised of a base charge based on meter size, levied regardless of usage, and a commodity charge that is typically based upon metered water consumption. The capacity fee is a one-time charge for each new connection to the water and/or wastewater systems. Capacity fees are based on the size of the water meter necessary to serve the new customer. In setting these fees, the goal is to cover projected operating, maintenance, general improvement, rehabilitation and capital costs in a fair and equitable manner. This rate structure applies to both water and wastewater services.

Public Utilities Fund

The following budget summary is for the Public Utilities Fund, excluding capital improvements. Due to the conversion over to a new financial system, CIP projects for Public Utilities are included in a separate Public Utilities CIP Fund for enhanced internal reporting purposes.

BUDGET SUMMARY - OPERATING FUND	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**24,617,924**	**38,786,911**	**34,329,294**	**-11.5%**
Salaries & Fringe Benefits	**6,332,799**	**6,629,749**	**6,805,835**	**2.7%**
Operating	**9,824,784**	**10,987,811**	**11,164,030**	**1.6%**
Capital Outlay	**755,245**	**906,109**	**1,325,149**	**46.2%**
Transfers Out	**4,645,902**	**17,213,718**	**12,651,026**	**-26.5%**
Debt Service	**3,059,194**	**3,049,524**	**2,383,254**	**-21.8%**
Revenues	**29,386,856**	**38,786,911**	**34,329,294**	**-11.5%**
Local Revenue	**29,287,405**	**31,471,700**	**29,465,600**	**-6.4%**
Charges for Services	24,448,035	24,547,200	23,878,100	-2.7%
Miscellaneous	4,123,331	6,095,000	4,995,000	-18.0%
Permits Fees & Licenses	370,593	440,000	360,000	-18.2%
Recovered Costs	293,728	289,500	82,500	-71.5%
Use of Money & Property	51,718	100,000	150,000	50.0%
Intergovernmental	**99,451**	**-**	**-**	**----**
Categorical Federal Aid	99,451	-	-	----
Use of Planned Surpluses	**-**	**7,315,211**	**4,863,694**	**-33.5%**
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
Full-time Equivalents (FTE)	**94.00**	**94.00**	**94.00**	
Full-time Positions	94.00	94.00	94.00	
Part-time Positions	-	-	-	

Public Utilities Fund

The following budget summary combines the Public Utilities operating and Public Utilities CIP Funds. Detail on Capital Improvements is available in the CIP section of this document.

BUDGET SUMMARY - COMBINED OPERATING & CIP FUNDS	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**26,454,843**	**38,786,911**	**34,329,294**	**-11.5%**
Salaries & Fringe Benefits	6,332,799	6,629,749	6,805,835	2.7%
Operating	9,824,784	10,987,811	11,164,030	1.6%
Capital Outlay	7,209,468	18,119,827	13,976,175	-22.9%
Transfers Out	28,598	-	-	----
Debt Service	3,059,194	3,049,524	2,383,254	-21.8%
Revenues	**34,517,315**	**38,786,911**	**34,329,294**	**-11.5%**
Local Revenue	34,417,864	31,471,700	29,465,600	-6.4%
Intergovernmental	99,451	-	-	----
Use of Planned Surpluses	-	7,315,211	4,863,694	-33.5%

GOALS & OBJECTIVES

- Provide reliable water and wastewater service in accordance with applicable regulatory requirements;
- Maintain fiscal integrity to provide for system growth, adequate maintenance and replacement of capital to ensure quality service, system reliability and to control future costs;
- Emphasize continuing education to maintain staff competency ensuring EPA regulatory compliance; and,
- Continue implementing the Capital Improvements Program, meeting customer capacity needs in support of the County's Comprehensive Plan and economic development.

SERVICE LEVELS	FY17 Actual	FY18 Budget	FY18 Forecast	FY19 Budget
Water customers	20,905	21,500	21,405	21,820
Wastewater customers	20,343	20,900	20,845	21,255
Customer calls	52,823	56,521	56,521	60,477
Plans reviewed	360	500	375	385
Water distributed (MGD)	9.15	9.94	8.86	8.95
Wastewater collected (MGD)	6.66	6.64	5.83	5.89
Miles of water line maintained	431	443	435	440
Miles of sewer line maintained	396	407	400	404

Public Utilities Fund

LARGEST CUSTOMERS: WATER

The following table provides annual data on the County's ten largest water customers for the fiscal year ended June 30, 2017:

	Water Usage*	Water Revenue	% of Total Revenue
Bear Island Paper Company, L.P.	443,471	$ 1,073,059	7.1%
Tyson Food	299,111	737,629	4.9%
Kings Dominion	221,156	578,233	3.8%
Doswell Limited Partnership	80,970	209,371	1.4%
Hanover Medical Park	49,707	188,086	1.3%
Randolph-Macon College	35,262	189,702	1.3%
Covenant Woods	20,540	98,572	0.7%
Aqua Virginia	17,438	81,664	0.5%
Hanover Crossing, LLC	10,041	50,629	0.3%
The Rutland Foundation	8,368	49,758	0.3%
Total	**1,186,064**	**$ 3,256,703**	**21.6%**

The ten largest water customers together represent 21.6% of total water operating and non-operating revenues, with the largest customer representing 7.1% of that total.

LARGEST CUSTOMERS: WASTEWATER

The following table provides annual data on the County's ten largest wastewater customers for the fiscal year ended June 30, 2017:

	Wastewater Usage*	Wastewater Revenue	% of Total Revenue
Kings Dominion	48,820	$ 229,188	1.5%
Hanover Medical Park	47,078	256,098	1.7%
Randolph-Macon College	28,449	173,070	1.1%
Covenant Woods	14,134	79,647	0.5%
Hanover Crossing, LLC	10,041	58,936	0.4%
Mill Trace	8,219	53,141	0.3%
Ashland Town Square	7,191	47,206	0.3%
Leadbetter, Inc.	7,040	37,635	0.2%
Cold Harbor, LLC	6,615	41,259	0.3%
Hanover Manufacturing	6,193	32,529	0.2%
Total	**183,780**	**$ 1,008,709**	**6.5%**

The ten largest wastewater customers together represent 6.5% of total wastewater operating and non-operating revenues with the largest customer representing 1.5% of that total. Water and wastewater usage by a specific customer may not be equal based upon the specific needs for each service.

**In 1,000 gallons*

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Bell Creek CDA Fund

DESCRIPTION

The Bell Creek Community Development Authority (CDA) was created in 2002 and consists of 325 acres of land within the County. The property encompasses a mixed-use development and provides commercial development with retail space including a shopping center known as "The Shoppes at Bell Creek", a light industrial park and a residential development on 167 acres known as "The Bluffs at Bell Creek."

The Bell Creek Community Development Special Assessment Bonds were issued in 2003 in the total principal amount of $15,980,000. The bonds were issued to finance the acquisition and construction of roads and road improvements, water and sanitary sewer improvements, stormwater management improvements and certain other infrastructure improvements. The Board of Supervisors, at the request of the Bell Creek CDA, adopted a special assessment levy on all residential, retail, commercial and light industrial properties within the authority to repay the bonds. As of June 30, 2017, $14,733,000 of the bonds has been repaid, reducing the outstanding debt to $1,247,000.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**156,238**	**159,500**	**160,000**	**0.3%**
Operating	**156,238**	**159,500**	**160,000**	**0.3%**
Revenues	**156,847**	**159,500**	**160,000**	**0.3%**
Local Revenue	**156,847**	**159,500**	**160,000**	**0.3%**
Recovered Costs	156,847	159,500	160,000	0.3%
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

Lewistown CDA Fund

DESCRIPTION

The Lewistown Commerce Center Community Development Authority (CDA) was created in 2006 and consists of 186.5 acres of land within the County. The property is part of a business complex that is expected to provide commercial and retail spaces, recreation and tourism facilities and other amenities that are expected to be developed in phases by different entities. The overall development has been named "The Shops at Winding Brook."

The Lewistown Commerce Center Community Development Authority Revenue Bonds were issued in 2007 in the total principal amount of $37,675,000. The bonds were issued to finance the acquisition of certain land and the construction of certain infrastructure improvements.

Pursuant to the terms of a Special Assessment Agreement between the County, the Authority and the Developers, the 2007 Bonds will be payable from (1) a Special Real Property Tax, equal to $0.10 per $100 of the assessed or assessable value of taxable real and leasehold property, respectively, within the District, beginning with calendar year 2008, (2) Incremental Tax Revenues consisting of specified percentages of incremental real and personal property, hotel occupancy and the County's portion of sales tax revenues collected beginning in 2007 over and above 2006 collections within the District and, if necessary, (3) Special Assessments imposed and collected by the County at the request of the Authority on taxable real property within the District.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**2,394,376**	**1,592,900**	**1,649,900**	**3.6%**
Operating	**2,394,376**	**1,592,900**	**1,649,900**	**3.6%**
Revenues	**1,781,569**	**1,592,900**	**1,649,900**	**3.6%**
Local Revenue	**1,240,685**	**1,000,000**	**1,075,900**	**7.6%**
Recovered Costs	1,240,685	1,000,000	1,075,900	7.6%
Transfers In	**540,884**	**592,900**	**574,000**	**-3.2%**
Generated Revenue Percent	**69.6%**	**62.8%**	**65.2%**	
General Fund Revenue Percent	**30.4%**	**37.2%**	**34.8%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

Self-Insurance Fund

DESCRIPTION

The Self-Insurance Fund provides for fiscal management of the County and School Board health insurance costs, as well as a Clinic and Wellness Program. The employer's share of health insurance costs and retiree healthcare liability costs are budgeted in departmental budgets, but this internal service fund accounts for the payment of claims, receives employee health insurance deductions and provides adequate reserves to mitigate increases in claims beyond those anticipated. The revenue for the fund comes primarily from employer contributions and employee deductions. Each employee has a deduction based on the level of coverage selected in the program.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**35,388,224**	**35,351,416**	**41,249,425**	**16.7%**
Salaries & Fringe Benefits	**416,167**	**162,258**	**1,218,250**	**650.8%**
Operating	**34,972,057**	**35,189,158**	**40,031,175**	**13.8%**
Revenues	**34,592,787**	**35,351,416**	**41,249,425**	**16.7%**
Local Revenue	**34,592,787**	**35,211,626**	**38,991,169**	**10.7%**
COBRA	172,063	-	-	----
Employee	8,839,223	-	-	----
FSA Employer FICA Savings	7,369	-	-	----
Health Ins Fees - Employee	-	10,281,626	11,477,000	11.6%
Health Ins Fees Employer	24,524,411	24,417,000	27,123,169	11.1%
Investment Income	32,057	75,000	50,000	-33.3%
LODA	39,108	-	-	----
OPEB Fees Employer	-	363,000	-	-100.0%
Recovered Costs	75,000	75,000	341,000	354.7%
Retirees	903,556	-	-	----
Use of Planned Surpluses	**-**	**139,790**	**2,258,256**	**1515.5%**
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
Full-time Equivalents (FTE)	**1.00**	**1.00**	**1.00**	
Full-time Positions	1.00	1.00	1.00	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The overall increase in expenses is based on market trend increases in health care claims. Health insurance fees for the employee and employer will increase by 11.6% and 11.1% respectively in order to cover anticipated claim expenses. The increase to Salaries & Fringe Benefits is primarily due to the reassignment of health savings accounts and medical screening incentives for employees from Operating to Salaries & Fringe Benefits for FY19.

Food Services Fund

DESCRIPTION

The Food Services Fund accounts for all of the operations of the school food services program. The elementary and middle schools participate in the National School Breakfast and Lunch Program, which provides subsidized meals to eligible students at reduced or no cost. In FY18, the high schools began participating in the National School Breakfast and Lunch Program. Prior to FY18, the high schools had a free and reduced lunch program run by Hanover County Public Schools. An a la carte food service program is also available at the high schools.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**6,543,664**	**7,489,025**	**7,643,615**	**2.1%**
Salaries & Fringe Benefits	**3,112,068**	**3,735,740**	**3,658,770**	**-2.1%**
Operating	**3,431,596**	**3,703,285**	**3,934,845**	**6.3%**
Capital Outlay	**-**	**50,000**	**50,000**	**0.0%**
Revenues	**6,639,573**	**7,489,025**	**7,643,615**	**2.1%**
Local Revenue	**4,811,171**	**5,219,430**	**5,319,067**	**1.9%**
Charges for Services	4,767,043	4,994,428	5,094,067	2.0%
Miscellaneous	43,694	225,002	225,000	0.0%
Use of Money & Property	434	-	-	----
Intergovernmental	**1,828,402**	**2,269,595**	**2,324,548**	**2.4%**
Categorical Federal Aid	1,780,544	2,224,880	2,279,833	2.5%
Categorical State Aid	47,858	44,715	44,715	0.0%
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
Full-time Equivalents (FTE)	**129.68**	**129.68**	**129.68**	
Full-time Positions	121.00	121.00	121.00	
Part-time Positions	8.68	8.68	8.68	

Schools Operating Fund

DESCRIPTION

Hanover County Public Schools currently operates three (3) separate funds: the Schools Operating Fund, Food Services Fund and School Improvements Fund. Complete details of all funds can be found in the School Board's Budget, which can be accessed on the School's website at http://hcps2.hanover.k12.va.us.

Hanover County Public Schools' mission is focused on providing a student-centered, community-driven school district that assures a quality education for success in a changing world. The Hanover County School Board is charged with the responsibility of preserving and enhancing public education in Hanover. The seven-member body is appointed to four-year terms by the Board of Supervisors of Hanover County. The chief administrator and executive officer appointed by the School Board is Superintendent of Schools, Dr. Michael B. Gill.

The quality of the school system has produced many accolades for Hanover's students and teachers. Hanover is fully accredited by the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) and AdvancED. In addition, Hanover was the first Virginia school district to receive the U.S. Senate Productivity and Quality Award for Continuing Excellence.

In an effort to align effectively with its mission statement, Hanover County Public Schools is divided into four (4) central departmental areas of responsibility: Instructional Leadership, Business & Operations, Human Resources and Administration & Communication.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**173,092,470**	**180,992,674**	**185,303,478**	**2.4%**
Salaries & Fringe Benefits	**154,699,005**	**160,330,374**	**164,660,434**	**2.7%**
Operating	**16,392,935**	**18,934,877**	**18,885,851**	**-0.3%**
Capital Outlay	**2,000,530**	**1,727,423**	**1,757,193**	**1.7%**
Revenues	**172,740,111**	**180,992,674**	**185,303,478**	**2.4%**
Local Revenue	**1,749,709**	**2,175,500**	**2,209,000**	**1.5%**
Charges for Services	879,627	820,000	867,000	5.7%
Miscellaneous	695,393	1,002,500	999,000	-0.3%
Recovered Costs	174,689	353,000	343,000	-2.8%
Intergovernmental	**94,323,468**	**96,094,174**	**96,478,478**	**0.4%**
Categorical Federal Aid	7,695,691	6,959,715	6,819,715	-2.0%
Categorical State Aid	20,875,482	20,534,899	19,757,407	-3.8%
Non-Categorical State Aid	65,752,295	68,599,560	69,901,356	1.9%
Transfers In	**76,666,934**	**82,723,000**	**86,616,000**	**4.7%**
Generated Revenue Percent	**55.6%**	**54.3%**	**53.3%**	
General Fund Revenue Percent	**44.4%**	**45.7%**	**46.7%**	

FY17 Actuals and FY18 Budget have been restated to reflect category adjustments for certain revenues and expenditures that were reclassified during the conversion over to a new financial system.

Schools Operating Fund

Full-time Equivalents (FTE)	**2,352.17**	**2,361.27**	**2,372.87**
Full-time Positions	2,215.00	2,223.00	2,234.00
Part-time Positions	137.17	138.27	138.87

BUDGET HIGHLIGHTS

The budget reflects the input of School Board members, School staff and parent and professional organizational representatives working together as a budget advisory focus group to develop a budget that maximizes resources. The focus remains on maintaining educational opportunities for students. The significant highlight for this budget is a 2% pay increase for all employees.

GOALS & OBJECTIVES

- Develop budget proposals to support the stated goal of the Superintendent and School Board of providing an education system that will foster the success of all students;
- Provide resources to ensure schools are safe for students, school visitors and employees;
- Provide salary and benefit plans that support Hanover's competitive position and reflect market adjustments where necessary;
- Promote instructional programming that supports professional development for staff, curriculum development, career and technical education, state and federal accountability standards, special education services, technology integration and dual enrollment;
- Develop and maintain a responsive, systematic approach to long-term building maintenance, construction, custodial services, furniture/equipment replacement, technology (information) system upgrades, other operating efficiencies and long-range financial stability;
- Integrate recommendations, as approved by the School Board, from the Facility and Instructional Program Evaluation Committee; and,
- Identify the impact of emerging issues and mandates on the school budget.

Schools Operating Fund

REVENUE DETAIL	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Charges for Services	**879,627**	**820,000**	**867,000**	**5.7%**
Drivers Ed Fees	**119,200**	**140,000**	**140,000**	**0.0%**
Student Parking Fees	**93,668**	**100,000**	**100,000**	**0.0%**
Tuition Payments	**666,759**	**580,000**	**627,000**	**8.1%**
Intergovernmental	**94,323,918**	**96,094,174**	**96,478,478**	**0.4%**
Categorical Federal Aid	**7,695,692**	**6,959,715**	**6,819,715**	**-2.0%**
Adult Education	91,728	139,500	139,500	0.0%
Carl Perkins Grant	146,743	147,000	147,000	0.0%
Head Start	952,035	980,000	980,000	0.0%
Infants & Toddlers - Federal	118,201	130,000	120,000	-7.7%
JROTC	290,998	200,000	200,000	0.0%
Medicaid Reimbursement	1,249,957	625,400	630,400	0.8%
Other Federal Funds	15,824	12,605	12,605	0.0%
Preschool Grants	76,634	76,650	76,650	0.0%
Title I	982,335	1,135,000	1,000,000	-11.9%
Title II	488,708	275,500	275,500	0.0%
Title III Subgrant	6,324	28,060	28,060	0.0%
Title VI-B Flow Thru	3,276,205	3,210,000	3,210,000	0.0%
Sales Tax	**18,894,887**	**18,700,000**	**19,000,000**	**1.6%**
State Aid	**67,733,339**	**70,434,459**	**70,658,763**	**0.3%**
At-Risk	226,443	225,923	231,121	2.3%
Basic Aid	46,215,030	45,884,716	46,716,876	1.8%
Career and Technical	54,626	105,340	76,815	-27.1%
Compensation Supplement	-	767,988	-	-100.0%
Early Reading Intervention	128,758	128,758	142,383	10.6%
English as a Second Language	137,120	149,811	172,687	15.3%
Foster Home Children	161,386	162,629	199,923	22.9%
Fringe Benefits	8,640,012	9,239,275	8,889,260	-3.8%
General Adult Education	24,861	9,450	9,450	0.0%
Gifted and Talented-SOQ	485,621	483,626	486,816	0.7%
Homebound Instruction	61,979	63,219	60,721	-4.0%
Incentive Funds	-	2,917,517	2,646,388	-9.3%
K-3 Class Size Reduction	317,586	321,476	317,215	-1.3%
Other Lottery Funds	12,216	35,792	32,469	-9.3%
Other Non-Categorical State Aid	1,767,014	518,896	1,543,788	197.5%
Prevention, Intervent & Remediation	-	-	-	----
Remedial Summer School	841,048	837,816	770,062	-8.1%
SOL Algebra Readiness	88,170	88,170	84,371	-4.3%
Special Ed - Jail Program	29,615	45,302	39,236	-13.4%
Special Education-SOQ	6,677,293	6,649,860	6,484,389	-2.5%
Textbook	1,110,656	1,106,093	980,350	-11.4%
Virginia PreSchool Initiative	189,024	189,025	200,000	5.8%
Vocational Education - SOQ	564,881	503,777	574,443	14.0%
Miscellaneous Revenue	**703,222**	**1,002,500**	**999,000**	**-0.3%**
Recovered Costs	**166,409**	**353,000**	**343,000**	**-2.8%**
Miscellaneous Refunds	**143,429**	**310,000**	**310,000**	**0.0%**
Payments - Other Agencies	**22,980**	**43,000**	**33,000**	**-23.3%**
Transfers from General Fund	**76,666,934**	**82,723,000**	**86,616,000**	**4.7%**
Use of Fund Balance	**-**	**-**	**-**	**----**
Grand Total	**172,740,110**	**180,992,674**	**185,303,478**	**2.4%**

Economic Development Authority

DESCRIPTION

The Economic Development Authority (EDA) consists of seven (7) members appointed from each magisterial district in the County. The EDA (formerly the Industrial Development Authority (IDA)) was created by ordinance on August 30, 1967, and is a political subdivision of the Commonwealth of Virginia, but has no taxing authority. The EDA is empowered to acquire, construct, improve, maintain, equip, own, lease and dispose of various types of facilities, including facilities for use by the County, and to finance the same by issuance of revenue bonds. Hanover's EDA is primarily used for considering industrial revenue bond requests and assisting the County in lease revenue bonds. Revenue is generated from a management fee of 1/10 of 1% of all outstanding debt issued after 1996 from inducement resolutions approved by the EDA.

BUDGET SUMMARY	FY17 Actual	FY18 Budget	FY19 Budget	% Change FY18 to FY19
Expenditures	**194,502**	**161,930**	**65,395**	**-59.6%**
Operating	**194,502**	**161,930**	**65,395**	**-59.6%**
Revenues	**197,078**	**161,930**	**65,395**	**-59.6%**
Local Revenue	**168,480**	**161,930**	**65,395**	**-59.6%**
Permits Fees & Licenses	168,480	161,930	65,395	-59.6%
Transfers In	**28,598**	**-**	**-**	**----**
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
Full-time Equivalents (FTE)	**-**	**-**	**-**	
Full-time Positions	-	-	-	
Part-time Positions	-	-	-	

BUDGET HIGHLIGHTS

The budget is set based on the estimated volume of outstanding debt. Three (3) debt issuances were repaid in full in FY18, reducing Local Revenue. The accompanying decrease in expenditures reduces support for the Dominion Resources Innovation Center (DRIC) and reimbursement to the Economic Development Department in the General Fund, which offsets costs associated with managing the EDA.

GOALS & OBJECTIVES

- Promptly service industrial revenue bond requests, other economic development opportunities and, after a thorough study, make timely recommendations to the Board of Supervisors for their consideration.

FY19 ADOPTED BUDGET:

CAPITAL IMPROVEMENTS PROGRAM (CIP)

Capital Improvements Program

PURPOSE

The Capital Improvements Program (CIP) is the County's plan for investing in facilities, large-scale equipment and vehicles over the next five years. The CIP includes capital and capital-related expenditures and a means of planning for funding these expenditures. The following guidelines established in the County's Finance and Management Services Policies are used for qualifying expenditures under the CIP:

1. Facilities, equipment and vehicles with a unit cost greater than $50,000; and
2. Purchases for multiples departments that are generally:
    a. Managed by a single department/agency; or,
    b. Over $50,000 annually in aggregate.

The CIP is guided by the County's Comprehensive Plan, which is a long-term guide for growth and development within the County and outlines goals, objectives and projections of the County's needs for the next twenty-year horizon. The Code of Virginia requires that a CIP be prepared to carry out policies adopted through the Comprehensive Plan. The CIP performs this function by outlining anticipated projects by year, cost and recommended funding source. Hanover County has maintained compliance with capital outlay programs as stated in Section 15.2-2239 of the Code of Virginia as follows:

> *"A local planning commission may, and at the direction of the governing body shall, prepare and revise annually a capital improvement program based on the comprehensive plan of the locality for a period not to exceed the ensuing five years. The commission shall submit the program annually to the governing body, or to the chief administrative officer or other official charged with preparation of the budget for the locality, at such time as it or he shall direct. The capital improvement program shall include the commission's recommendations, and estimates of cost of the facilities and life cycle costs, including any road improvement and any transportation improvement the locality chooses to include in its capital improvement plan and as provided for in the comprehensive plan, and the means of financing them, to be undertaken in the ensuing fiscal year and in a period not to exceed the next four years, as the basis of the capital budget for the locality. In the preparation of its capital budget recommendations, the commission shall consult with the chief administrative officer or other executive head of the government of the locality, the heads of departments and interested citizens and organizations and shall hold such public hearings as it deems necessary."*

The purpose of having a CIP is to assess the County's existing condition and identify needs that must be addressed to accomplish planning goals set forth in the Comprehensive Plan. The CIP sets forth needs and priorities to coordinate the development of County facilities with anticipated revenues, growth and the community's ability to pay. By saying where public schools, water or sewer lines, drainage and other improvements should be constructed, the County can encourage development in appropriate areas. "Appropriate" is used here to mean consistent with adopted policies. This makes the CIP a key document in influencing and managing growth. The CIP is also an important tool in ensuring efficient use of limited financial resources. By reviewing anticipated revenues with anticipated capital needs, priorities can be established to ensure that essential public services can be continued and improved without interruption.

Capital Improvements Program

PROCESS

The CIP process occurs in conjunction with the County's budget process and is used to establish priorities between competing needs. First, departments recommend individual projects based on their needs assessments. Then, Finance and County Administration review and recommend projects based on an assessment of community needs and financial resources available. The Planning Commission reviews CIP projects related to the Comprehensive Plan and provides input to the Board of Supervisors. The Board of Supervisors acts on the recommendations from public hearings, County staff and the Planning Commission.

FUNDING SOURCES

The Five-Year CIP forecasts the anticipated expenditures, approximate timing and source of funding for each project. The adoption of the CIP does not appropriate funds, nor commit the Board to any expenditure in fiscal years two through five. The first fiscal year is appropriated in conjunction with the Adopted Budget.

The relationship between the CIP and the operating budget is carefully considered during the operating budget process. The CIP has three direct impacts on the operating budget:

1. Any projects funded with General Fund resources must be evaluated and prioritized with other needs for the competing resources for that year;
2. Any project funded with long-term debt financing must be in compliance with the debt policy and must anticipate the impact of the repayment of debt service on current and future budget years; and
3. Operating life cycle costs from implementation, such as staffing and maintenance costs.

The following are the typical CIP funding sources utilized by the County:

Fund Balance Assignment (FBA): Funds transferred from the General Fund that were classified as assigned fund balance and in excess of the unassigned fund balance required by County policy.

General Fund: Direct payments from the County's operating revenue.

Long-Term Debt: Provides current financial resources to governmental funds, while the repayment of the principal and interest of long-term debt consumes the current financial resources of governmental funds.

Proffers: The Board adopted the *Business and Residential Development Road Improvements Transportation Policy* in March 2013. The policy supports the implementation of a road impact cash contribution for road improvements. Revenues received from the contribution are used to fund road improvements to address the increased traffic demand arising from residential development. The cash contribution is only negotiated for residential zoning requests and the actual value of the cash contribution is based on the *Road Improvement Cost Assumptions*.

Revenue Bonds: Payments from the proceeds of the sale of Revenue Bonds. These bonds pledge the revenue generating potential of a facility or utility system.

State and Federal Aid: Payments from the State and Federal Government to support projects promoted by State and Federal agencies.

Public Utilities: Revenue generated by the Department of Public Utilities and used for Capital Projects.

Capital Improvements Program

SAMPLE CAPITAL IMPROVEMENT PROJECT

Capital Improvements Program **Airport**

Obstruction Removal

DEPARTMENT
Airport CIP

PROJECT TYPE
Facility Improvements

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
As a condition of State funding and FAA Grant Assurances, the Approach Airspace must be clear of obstructions. This project includes acquiring avigation easements to permit removal of tree obstructions which have grown into the airspace surfaces. Project will also include design and construction costs associated with physical removal of tree obstructions.

USEFUL LIFE
N/A

TIMETABLE
Project to be completed in FY20 (Year 2).

OPERATING IMPACT
Annual operating impact of $2,000 beginning in FY21 for additional annual brush cutting of newly cleared areas to prevent regrowth of trees.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**400,000**	**-**	**-**	**-**	**400,000**
Categorical State Aid	-	32,000	-	-	-	32,000
Fed Aviation Administration	-	360,000	-	-	-	360,000
Prior Years Balance	-	8,000	-	-	-	8,000
Funding Uses	**-**	**400,000**	**-**	**-**	**-**	**400,000**
Alt to Facility or Office	-	400,000	-	-	-	400,000
Operating Impact	**-**	**-**	**2,000**	**2,000**	**2,000**	**6,000**
Repair & Maintenance Services	-	-	2,000	2,000	2,000	6,000

Functional Area

The functional area is a group of related departments aimed at accomplishing a major service or regulatory program for which a locality is responsible, such as General Government, Public Safety or Human Services. This information is located at the top-right of each project page.

Project Type

CIP Projects fall under one of the following categories: Construction, Equipment, Facility Improvements, Land Acquisition, Reserve, Roads & Public Works, Technology, Utility Infrastructure, Utility Service Agreement or Vehicles.

Department

For the County Improvements Fund, this represents the department that has oversight responsibility for the capital improvement project. If applicable, other departments will provide their services to ensure that the capital improvement meets all specifications, laws and budgetary controls.

Capital Improvements Program

For School and Airport improvements, the fund name is listed. Public Utilities includes three different categories under Department for purposes of distinguishing project types: PU CIP Water, PU CIP Sewer and PU CIP Other.

Location

The physical location (building, complex, etc.) of where the capital improvement is to be located. Countywide is used for location if the capital improvement is not physically set (e.g. equipment) or maintained in one location.

Project Description

A brief project description provides the reasons behind the project and other pertinent information. Included in the description, if applicable, are the number of acres required, square feet of structure desired, feasibility studies and design work status.

Useful Life

The estimated amount of time before an asset will need to be replaced based on the expected quality, application and environment of that asset.

Timetable

This is when the project is anticipated to be completed. If construction of a capital improvement is required, the estimated starting and ending dates are noted. Requests for Bid (RFB) or Requests for Proposals (RFP) with a vendor are required, with an appropriate contract awarded, in completing a capital improvement.

Operating Impact

Operating impact describes what effect, if any, the capital improvement will have on the operating budget. Impacts may include an increase or decrease in salaries & benefits, operating and/or capital outlay. Operating impacts to the General Fund are reflected in the Five-Year General Fund Financial Plan. Debt service impacts are shown in the Five-Year General Fund Financial Plan and the Debt Service Fund section of the Budget document. Any reduced expenditures or increased revenues are also noted, if applicable.

Funding Sources

Funding sources are categorized by revenue type and are shown by plan year as well as total.

Funding Uses

Funding uses are categorized under each project by the type of expenditure(s) required for the capital improvement and are shown by plan year as well as total.

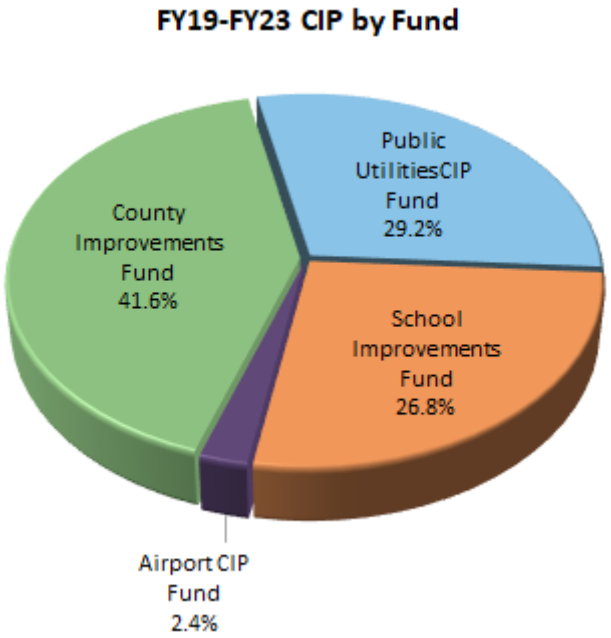
Years

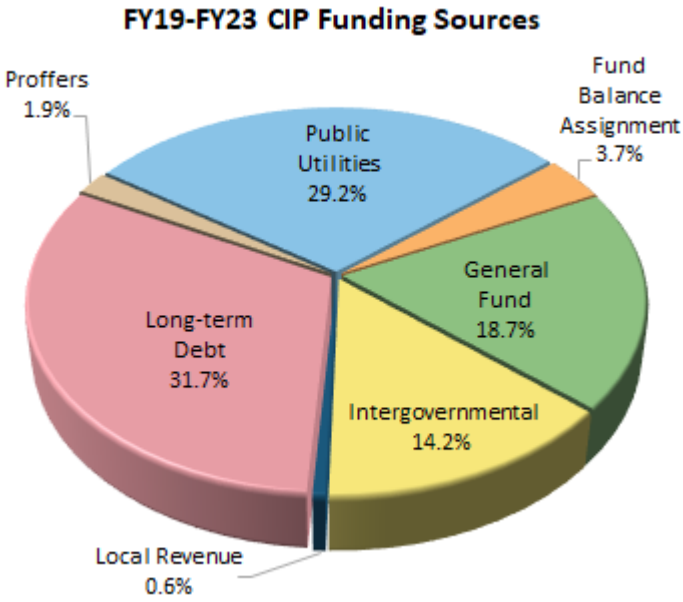
For reference, the following reflects how the years in the Five-Year CIP relate to fiscal years:

Year 1 represents FY19; Year 2 represents FY20; Year 3 represents FY21; Year 4 represents FY22; and Year 5 represents FY23.

Capital Improvements Program At a Glance

FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM: ALL FUNDS ($291,914,671)

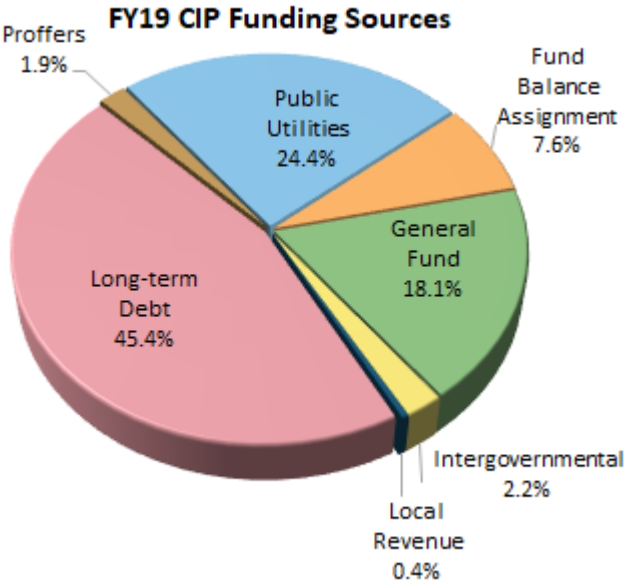




FY19 CIP PROJECTS: ALL FUNDS ($51,820,026)

The first fiscal year of the CIP is appropriated in conjunction with the annual operating budget. The following is a summary of the CIP funding distribution for FY19 – Year 1 of the five-year plan.

Functional Area	FY19 (Millions)
Public Utilities	12.6
Parks, Recreation & Cultural	12.6
Public Works	10.6
Education	10.0
Public Safety	4.0
General Government	1.7
Nondepartmental	0.2
Airport	0.1
Total (In Millions)	**$51.8**



	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Yr Budget
Airport	**100,000**	**599,000**	**4,750,000**	**1,200,120**	**300,000**	**6,949,120**
Airport CIP	**100,000**	**599,000**	**4,750,000**	**1,200,120**	**300,000**	**6,949,120**
Airport Land Acquisition	-	-	-	1,050,120	-	1,050,120
Airport Safety Improvements	-	55,000	2,950,000	150,000	300,000	3,455,000
Fuel Tank Replacement	-	144,000	-	-	-	144,000
Obstruction Removal	-	400,000	-	-	-	400,000
Terminal Building	-	-	1,800,000	-	-	1,800,000
Tractor	100,000	-	-	-	-	100,000
Education	**10,000,000**	**5,800,000**	**13,000,000**	**6,800,000**	**42,625,000**	**78,225,000**
School CIP	**10,000,000**	**5,800,000**	**13,000,000**	**6,800,000**	**42,625,000**	**78,225,000**
Auditorium Renovations	2,800,000	-	250,000	-	700,000	3,750,000
Bathroom Renovations	410,000	-	770,000	-	990,000	2,170,000
Gymnasium Repairs	-	-	660,000	-	40,000	700,000
HVAC Repairs & Upgrades	565,000	-	5,520,000	-	700,000	6,785,000
Kitchen Renovations	-	-	260,000	-	75,000	335,000
Painting	110,000	200,000	400,000	185,000	100,000	995,000
Roof Repairs & Replacements	100,000	220,000	990,000	200,000	313,000	1,823,000
Safety & Security	50,000	-	155,000	-	1,185,000	1,390,000
School Building Upgrades	100,000	-	125,000	-	550,000	775,000
School Buses	700,000	800,000	1,000,000	1,200,000	1,500,000	5,200,000
School Grounds Upgrades	1,075,000	-	1,670,000	-	2,135,000	4,880,000
School Renovation/Construction	-	-	-	3,600,000	32,100,000	35,700,000
Technology Enhancements	4,090,000	4,580,000	1,200,000	1,615,000	2,237,000	13,722,000
General Government	**1,700,000**	**1,765,000**	**1,840,000**	**1,840,000**	**2,380,000**	**9,525,000**
Finance & Management Services	**-**	**100,000**	**-**	**-**	**-**	**100,000**
Countywide Financial System Upgrades	-	100,000	-	-	-	100,000
Information Technology	**1,700,000**	**1,665,000**	**1,840,000**	**1,840,000**	**2,380,000**	**9,425,000**
Computer Replacement Program	150,000	150,000	190,000	165,000	165,000	820,000
Data Center Upgrades	-	-	75,000	-	75,000	150,000
Enterprise Licenses	650,000	660,000	675,000	700,000	710,000	3,395,000
Human Resource System	-	-	-	-	430,000	430,000
Storage Area Network	300,000	150,000	175,000	250,000	250,000	1,125,000
Tax Parcel Data Enhancement	-	80,000	-	-	-	80,000
Technology Infrastructure	600,000	625,000	725,000	725,000	750,000	3,425,000
Human Services	**-**	**-**	**-**	**500,000**	**-**	**500,000**
Community Services Board	**-**	**-**	**-**	**500,000**	**-**	**500,000**
RAFT House Project	-	-	-	500,000	-	500,000
Judicial Administration	**-**	**-**	**-**	**300,000**	**-**	**300,000**
Clerk of the Circuit Court	**-**	**-**	**-**	**300,000**	**-**	**300,000**
Land Records Management System	-	-	-	300,000	-	300,000
Nondepartmental	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**
Nondepartmental	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**
Reserve for Revenue	200,000	200,000	200,000	200,000	200,000	1,000,000

	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Yr Budget
Parks, Recreation & Cultural	**12,600,000**	**-**	**13,000,000**	**128,000**	**1,400,000**	**27,128,000**
Pamunkey Regional Library	**9,000,000**	**-**	**5,000,000**	**-**	**-**	**14,000,000**
Library Development	9,000,000	-	5,000,000	-	-	14,000,000
Parks & Recreation	**3,600,000**	**-**	**8,000,000**	**128,000**	**1,400,000**	**13,128,000**
Courthouse Park - Athletic Field Lighting	-	-	-	-	150,000	150,000
Little River Park Development	-	-	-	-	250,000	250,000
Park Development & Community Center	3,600,000	-	8,000,000	-	1,000,000	12,600,000
Park Enhancements	-	-	-	50,000	-	50,000
Skid Steer	-	-	-	78,000	-	78,000
Public Safety	**4,014,000**	**4,970,000**	**2,370,000**	**3,120,000**	**1,930,000**	**16,404,000**
Emergency Communications	**400,000**	**200,000**	**-**	**-**	**-**	**600,000**
Logger Recorder	400,000	-	-	-	-	400,000
Public Safety Software Upgrade	-	200,000	-	-	-	200,000
Fire-EMS	**3,564,000**	**4,620,000**	**2,270,000**	**3,120,000**	**1,755,000**	**15,329,000**
Air Pack System	1,500,000	1,000,000	-	-	-	2,500,000
Ambulance Replacement	564,000	570,000	570,000	570,000	570,000	2,844,000
Diesel Exhaust Filtering System	-	-	-	-	135,000	135,000
Fire Engine & Heavy Rescue Replacement	1,250,000	1,450,000	1,700,000	1,350,000	1,050,000	6,800,000
Fire Training Burn Building	250,000	1,600,000	-	-	-	1,850,000
Station Alerting System Upgrade	-	-	-	1,200,000	-	1,200,000
Sheriff	**50,000**	**150,000**	**100,000**	**-**	**175,000**	**475,000**
Evidence Room Expansion	50,000	50,000	-	-	-	100,000
Firing Range Lead Removal	-	100,000	-	-	-	100,000
Firing Range Target System	-	-	100,000	-	-	100,000
Forensic Evidence Bay	-	-	-	-	175,000	175,000
Public Works	**10,555,000**	**6,234,870**	**13,203,200**	**18,796,160**	**17,829,965**	**66,619,195**
General Services	**6,905,000**	**940,000**	**1,465,000**	**5,905,000**	**1,875,000**	**17,090,000**
Admin Building Center Roof Replacement	-	-	-	150,000	-	150,000
Courts Building Renovations	6,500,000	-	-	-	-	6,500,000
CSB Day Health Roof Replacement	-	60,000	-	-	-	60,000
Fire-EMS Generator Replacement	-	60,000	-	60,000	-	120,000
Fleet & Facilities Software Systems Repl	-	-	-	-	200,000	200,000
Fleet Air Compressor Replacement	-	-	70,000	-	-	70,000
Fleet Garage Floor Top-Coat	-	-	300,000	-	-	300,000
General Vehicle Replacement	320,000	320,000	330,000	340,000	340,000	1,650,000
Human Services Complex Boiler Replacement	-	-	-	55,000	-	55,000
Museum Development	-	500,000	-	-	-	500,000
Parks & Rec Window Replacement	-	-	65,000	-	-	65,000
Taylor Complex Paving & Repairs	85,000	-	-	-	-	85,000
Vaughan-Bradley Roof Replacement	-	-	-	-	135,000	135,000
Wickham Annex Renovations	-	-	-	-	1,200,000	1,200,000
Wickham Renovations	-	-	700,000	5,300,000	-	6,000,000
Public Works	**3,430,000**	**5,244,870**	**11,590,000**	**12,690,000**	**15,800,765**	**48,755,635**
Reserve for Future Roadway Improvements	1,000,000	1,000,000	-	2,000,000	500,000	4,500,000
Roadway Improvements Atlee Station Widening	-	-	4,500,000	1,500,000	2,000,000	8,000,000
Roadway Improvements Pole Green Widening	1,250,000	1,368,000	3,750,000	5,750,000	2,250,000	14,368,000
Roadway Improvements Sliding Hill	-	2,145,690	2,440,000	2,440,000	-	7,025,690
Roadway Improvements US Rt 360 / Lee Davis Rd	-	-	-	-	10,050,765	10,050,765
Stormwater Program	1,180,000	731,180	900,000	1,000,000	1,000,000	4,811,180
Public Works Operations	**220,000**	**50,000**	**148,200**	**201,160**	**154,200**	**773,560**
Solid Waste Equipment Replacement	220,000	50,000	148,200	201,160	154,200	773,560

	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Yr Budget
Public Utilities	**12,651,026**	**14,964,074**	**12,269,906**	**27,008,835**	**18,370,515**	**85,264,356**
PU CIP Other	**113,000**	**279,000**	**146,000**	**251,000**	**1,275,000**	**2,064,000**
Bruce Center New Bay	-	-	-	-	960,000	960,000
Bruce Center Painting & Carpet Replacement	113,000	-	-	-	-	113,000
Maintenance Equipment Replacement	-	60,000	-	71,000	115,000	246,000
Maintenance Vehicle Replacement	-	219,000	146,000	180,000	200,000	745,000
PU CIP Sewer	**3,109,000**	**11,437,000**	**1,044,000**	**14,545,000**	**1,687,000**	**31,822,000**
Ashland Sewerline Rehabilitation	740,000	-	-	200,000	800,000	1,740,000
AWWTP Clarifier Isolation Valves Repl	-	98,000	-	-	-	98,000
AWWTP Clarifier Weir Covers	-	-	313,000	-	-	313,000
AWWTP Motor Control Center Equip Rehab	-	-	-	108,000	-	108,000
AWWTP Recycle PS Rehab	-	-	-	98,000	-	98,000
AWWTP Step Screen & Wash Press	-	-	474,000	-	-	474,000
AWWTP Switch Gear Repl	-	81,000	-	-	-	81,000
Best Products WWPS Rehabilitation	247,000	-	-	-	-	247,000
BWWPS Asphalt Replacement	-	-	77,000	-	-	77,000
BWWPS Grinder Repl	221,000	-	-	-	-	221,000
BWWPS Pump Removal Improvements	100,000	-	-	-	-	100,000
CHSTP Generator & Auto Transfer Switch Repl	-	183,000	-	-	-	183,000
CHSTP UV Disinfection System Repl	134,000	-	-	-	-	134,000
Courthouse WWPS & Force Main	-	-	-	5,150,000	-	5,150,000
Doswell Offload WWPS #2 & Force Main	-	5,253,000	-	-	-	5,253,000
DWWTP Aeration Basin Blowers Repl	275,000	-	-	-	-	275,000
DWWTP Belt Press Replacement	-	-	-	553,000	-	553,000
DWWTP RAS Pump Replacement	-	-	-	72,000	-	72,000
Lee-Davis WWPS Grinder Replacement	-	-	-	225,000	-	225,000
Lee-Davis WWPS Upgrade	-	-	-	-	100,000	100,000
Mechanicsville Sewer Rehabilitation	200,000	800,000	-	-	-	1,000,000
Mechumps Crk WWPS Force Main & Pump	-	2,343,000	-	-	-	2,343,000
Middle Chickahominy WWPS Upgrade	-	-	100,000	1,000,000	-	1,100,000
Shelton Pointe Force Main Upgrade	-	1,622,000	-	6,866,000	-	8,488,000
Shelton Pointe WWPS Spare Pump	-	101,000	-	-	-	101,000
Shelton Pointe WWPS Upgrade	-	-	-	-	787,000	787,000
Sledd Run WWPS Generator Installation	-	-	80,000	-	-	80,000
Sliding Hill WWPS Upgrade	970,000	-	-	-	-	970,000
TWWTP Improvements	222,000	886,000	-	-	-	1,108,000
TWWTP PLC 5 Replacement	-	70,000	-	-	-	70,000
TWWTP Scrubber Overhaul	-	-	-	273,000	-	273,000
PU CIP Water	**9,429,026**	**3,248,074**	**11,079,906**	**12,212,835**	**15,408,515**	**51,378,356**
Air Park Water Tank Rehabilitation	-	-	153,000	795,000	-	948,000
Air Park WST PS Upgrade & Generator Repl	499,000	-	-	-	-	499,000
Airport East WST, PS & W/L	6,170,000	-	-	-	-	6,170,000
Ashcake Road W/L Improvements	-	-	-	463,000	-	463,000
Atlee Road W/L Replacement	-	-	-	-	1,064,000	1,064,000
Cold Harbor Road W/L Improvements	-	-	-	202,000	905,000	1,107,000
Cold Harbor Road W/L Replacement	-	-	-	-	657,000	657,000
Creighton Road WST Recoating & Rehab	-	-	264,000	500,000	-	764,000
Doswell WST & Pump St Generator Repl	-	98,000	-	-	-	98,000
DWTP Backwash Tank Rehab	-	180,000	-	-	-	180,000
DWTP Chlorination Upgrades	214,950	-	-	-	-	214,950
DWTP Generator Fuel Tank & Day Tank Repl	-	103,000	-	-	-	103,000
DWTP Lagoon Rehabilitation	-	-	-	-	709,000	709,000
DWTP to Railroad Crossing Waterline	-	-	1,620,000	-	-	1,620,000
Georgetown Electrical	-	-	-	-	58,000	58,000

	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Yr Budget
Hanover-Richmond Joint Cap Contract	2,286,076	2,652,074	6,394,906	8,127,835	5,853,515	25,314,406
Harris Court WST Rehabilitation	-	65,000	381,000	-	-	446,000
Henrico Hylas Interconnect Betterment	-	-	-	-	472,000	472,000
Hill Carter WST & Pump Station	-	-	1,000,000	-	5,500,000	6,500,000
I-95 Waterline Crossing at Long Road	-	150,000	599,000	-	-	749,000
Jackson Avenue WST Demolition	-	-	80,000	-	-	80,000
Kings Dominion Entrance Rd W/L Replacement	-	-	-	818,000	-	818,000
Louisiana St W/L Replacement	144,000	-	-	-	-	144,000
Pleasant Street WST & PS Generator Repl	-	-	189,000	-	-	189,000
Pleasant Street WST Rehabilitation	-	-	180,000	-	-	180,000
Quarles Rd WST Rehabilitation	-	-	23,000	-	190,000	213,000
Route 1 Waterline Improvements	-	-	105,000	272,000	-	377,000
Route 360 Waterline Improvements	-	-	91,000	475,000	-	566,000
Snead Street Waterline Replacement	115,000	-	-	-	-	115,000
Stonewall Parkway W/L Replacement	-	-	-	560,000	-	560,000
Grand Total	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**

	Fund Balance Assignment	General Fund	Intergovern -mental	Local Revenue	Long-term Debt	Proffers	Public Utilities	Grand Total
Airport	**154,000**	**181,002**	**6,074,118**	**540,000**	**-**	**-**	**-**	**6,949,120**
Airport CIP	**154,000**	**181,002**	**6,074,118**	**540,000**	**-**	**-**	**-**	**6,949,120**
Airport Land Acquisition	-	21,002	1,029,118	-	-	-	-	1,050,120
Airport Safety Improvements	-	160,000	3,295,000	-	-	-	-	3,455,000
Fuel Tank Replacement	96,000	-	48,000	-	-	-	-	144,000
Obstruction Removal	8,000	-	392,000	-	-	-	-	400,000
Terminal Building	-	-	1,260,000	540,000	-	-	-	1,800,000
Tractor	50,000	-	50,000	-	-	-	-	100,000
Education	**6,900,000**	**14,100,000**	**-**	**-**	**57,225,000**	**-**	**-**	**78,225,000**
School CIP	**6,900,000**	**14,100,000**	**-**	**-**	**57,225,000**	**-**	**-**	**78,225,000**
Auditorium Renovations	-	-	-	-	3,750,000	-	-	3,750,000
Bathroom Renovations	-	-	-	-	2,170,000	-	-	2,170,000
Gymnasium Repairs	-	-	-	-	700,000	-	-	700,000
HVAC Repairs & Upgrades	-	-	-	-	6,785,000	-	-	6,785,000
Kitchen Renovations	-	-	-	-	335,000	-	-	335,000
Painting	-	995,000	-	-	-	-	-	995,000
Roof Repairs & Replacements	-	1,083,000	-	-	740,000	-	-	1,823,000
Safety & Security	-	-	-	-	1,390,000	-	-	1,390,000
School Building Upgrades	-	-	-	-	775,000	-	-	775,000
School Buses	-	5,200,000	-	-	-	-	-	5,200,000
School Grounds Upgrades	-	-	-	-	4,880,000	-	-	4,880,000
School Renovation/Construction	-	-	-	-	35,700,000	-	-	35,700,000
Technology Enhancements	6,900,000	6,822,000	-	-	-	-	-	13,722,000
General Government	**100,000**	**9,425,000**	**-**	**-**	**-**	**-**	**-**	**9,525,000**
Finance & Management Services	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**
Countywide Financial System Upgrades	100,000	-	-	-	-	-	-	100,000
Information Technology	**-**	**9,425,000**	**-**	**-**	**-**	**-**	**-**	**9,425,000**
Computer Replacement Program	-	820,000	-	-	-	-	-	820,000
Data Center Upgrades	-	150,000	-	-	-	-	-	150,000
Enterprise Licenses	-	3,395,000	-	-	-	-	-	3,395,000
Human Resource System	-	430,000	-	-	-	-	-	430,000
Storage Area Network	-	1,125,000	-	-	-	-	-	1,125,000
Tax Parcel Data Enhancement	-	80,000	-	-	-	-	-	80,000
Technology Infrastructure	-	3,425,000	-	-	-	-	-	3,425,000
Human Services	**-**	**500,000**	**-**	**-**	**-**	**-**	**-**	**500,000**
Community Services Board	**-**	**500,000**	**-**	**-**	**-**	**-**	**-**	**500,000**
RAFT House Project	-	500,000	-	-	-	-	-	500,000
Judicial Administration	**-**	**200,000**	**-**	**100,000**	**-**	**-**	**-**	**300,000**
Clerk of the Circuit Court	**-**	**200,000**	**-**	**100,000**	**-**	**-**	**-**	**300,000**
Land Records Management System	-	200,000	-	100,000	-	-	-	300,000
Nondepartmental	**-**	**-**	**-**	**1,000,000**	**-**	**-**	**-**	**1,000,000**
Nondepartmental	**-**	**-**	**-**	**1,000,000**	**-**	**-**	**-**	**1,000,000**
Reserve for Revenue	-	-	-	1,000,000	-	-	-	1,000,000
Parks, Recreation & Cultural	**600,000**	**3,378,000**	**-**	**150,000**	**23,000,000**	**-**	**-**	**27,128,000**
Pamunkey Regional Library	**-**	**-**	**-**	**-**	**14,000,000**	**-**	**-**	**14,000,000**
Library Development	-	-	-	-	14,000,000	-	-	14,000,000
Parks & Recreation	**600,000**	**3,378,000**	**-**	**150,000**	**9,000,000**	**-**	**-**	**13,128,000**
Courthouse Park - Athletic Field Lighting	-	-	-	150,000	-	-	-	150,000
Little River Park Development	-	250,000	-	-	-	-	-	250,000
Park Development & Community Center	600,000	3,000,000	-	-	9,000,000	-	-	12,600,000
Park Enhancements	-	50,000	-	-	-	-	-	50,000
Skid Steer	-	78,000	-	-	-	-	-	78,000

	Fund Balance Assignment	General Fund	Intergovern -mental	Local Revenue	Long-term Debt	Proffers	Public Utilities	Grand Total
Public Safety	**1,850,000**	**14,554,000**	**-**	**-**	**-**	**-**	**-**	**16,404,000**
Emergency Communications	**-**	**600,000**	**-**	**-**	**-**	**-**	**-**	**600,000**
Logger Recorder	-	400,000	-	-	-	-	-	400,000
Public Safety Software Upgrade	-	200,000	-	-	-	-	-	200,000
Fire-EMS	**1,850,000**	**13,479,000**	**-**	**-**	**-**	**-**	**-**	**15,329,000**
Air Pack System	-	2,500,000	-	-	-	-	-	2,500,000
Ambulance Replacement	-	2,844,000	-	-	-	-	-	2,844,000
Diesel Exhaust Filtering System	-	135,000	-	-	-	-	-	135,000
Fire Engine & Heavy Rescue Replacement	-	6,800,000	-	-	-	-	-	6,800,000
Fire Training Burn Building	1,850,000	-	-	-	-	-	-	1,850,000
Station Alerting System Upgrade	-	1,200,000	-	-	-	-	-	1,200,000
Sheriff	**-**	**475,000**	**-**	**-**	**-**	**-**	**-**	**475,000**
Evidence Room Expansion	-	100,000	-	-	-	-	-	100,000
Firing Range Lead Removal	-	100,000	-	-	-	-	-	100,000
Firing Range Target System	-	100,000	-	-	-	-	-	100,000
Forensic Evidence Bay	-	175,000	-	-	-	-	-	175,000
Public Works	**1,105,590**	**12,163,560**	**35,350,045**	**-**	**12,500,000**	**5,500,000**	**-**	**66,619,195**
General Services	**-**	**4,590,000**	**-**	**-**	**12,500,000**	**-**	**-**	**17,090,000**
Admin Building Center Roof Replacement	-	150,000	-	-	-	-	-	150,000
Courts Building Renovations	-	-	-	-	6,500,000	-	-	6,500,000
CSB Day Health Roof Replacement	-	60,000	-	-	-	-	-	60,000
Fire-EMS Generator Replacement	-	120,000	-	-	-	-	-	120,000
Fleet & Facilities Software Systems Repl	-	200,000	-	-	-	-	-	200,000
Fleet Air Compressor Replacement	-	70,000	-	-	-	-	-	70,000
Fleet Garage Floor Top-Coat	-	300,000	-	-	-	-	-	300,000
General Vehicle Replacement	-	1,650,000	-	-	-	-	-	1,650,000
Human Services Complex Boiler Replacement	-	55,000	-	-	-	-	-	55,000
Museum Development	-	500,000	-	-	-	-	-	500,000
Parks & Rec Window Replacement	-	65,000	-	-	-	-	-	65,000
Taylor Complex Paving & Repairs	-	85,000	-	-	-	-	-	85,000
Vaughan-Bradley Roof Replacement	-	135,000	-	-	-	-	-	135,000
Wickham Annex Renovations	-	1,200,000	-	-	-	-	-	1,200,000
Wickham Renovations	-	-	-	-	6,000,000	-	-	6,000,000
Public Works	**1,105,590**	**6,800,000**	**35,350,045**	**-**	**-**	**5,500,000**	**-**	**48,755,635**
Reserve for Future Roadway Improvements	-	-	3,000,000	-	-	1,500,000	-	4,500,000
Roadway Improvements Atlee Station Widening	-	-	4,500,000	-	-	3,500,000	-	8,000,000
Roadway Improvements Pole Green Widening	-	4,500,000	9,368,000	-	-	500,000	-	14,368,000
Roadway Improvements Sliding Hill	-	-	7,025,690	-	-	-	-	7,025,690
Roadway Improvements US Rt 360 / Lee Davis Rd	-	1,000,000	9,050,765	-	-	-	-	10,050,765
Stormwater Program	1,105,590	1,300,000	2,405,590	-	-	-	-	4,811,180
Public Works Operations	**-**	**773,560**	**-**	**-**	**-**	**-**	**-**	**773,560**
Solid Waste Equipment Replacement	-	773,560	-	-	-	-	-	773,560
Public Utilities	**-**	**-**	**-**	**-**	**-**	**-**	**85,264,356**	**85,264,356**
PU CIP Other	**-**	**-**	**-**	**-**	**-**	**-**	**2,064,000**	**2,064,000**
PU CIP Sewer	**-**	**-**	**-**	**-**	**-**	**-**	**31,822,000**	**31,822,000**
PU CIP Water	**-**	**-**	**-**	**-**	**-**	**-**	**51,378,356**	**51,378,356**
Grand Total	**10,709,590**	**54,501,562**	**41,424,163**	**1,790,000**	**92,725,000**	**5,500,000**	**85,264,356**	**291,914,671**

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Summary by Functional Area	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Year Budget
Airport CIP Fund	**100,000**	**599,000**	**4,750,000**	**1,200,120**	**300,000**	**6,949,120**
County Improvements Fund	**29,069,000**	**13,169,870**	**30,613,200**	**24,884,160**	**23,739,965**	**121,476,195**
General Government	1,700,000	1,765,000	1,840,000	1,840,000	2,380,000	9,525,000
Human Services	-	-	-	500,000	-	500,000
Judicial Administration	-	-	-	300,000	-	300,000
Nondepartmental	200,000	200,000	200,000	200,000	200,000	1,000,000
Parks, Recreation & Cultural	12,600,000	-	13,000,000	128,000	1,400,000	27,128,000
Public Safety	4,014,000	4,970,000	2,370,000	3,120,000	1,930,000	16,404,000
Public Works	10,555,000	6,234,870	13,203,200	18,796,160	17,829,965	66,619,195
Public Utilities CIP Fund	**12,651,026**	**14,964,074**	**12,269,906**	**27,008,835**	**18,370,515**	**85,264,356**
School Improvements Fund	**10,000,000**	**5,800,000**	**13,000,000**	**6,800,000**	**42,625,000**	**78,225,000**
Grand Total	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**

Project Type by Fund	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Year Budget
Airport CIP Fund	**100,000**	**599,000**	**4,750,000**	**1,200,120**	**300,000**	**6,949,120**
Equipment	100,000	144,000	-	-	-	244,000
Facility Improvements	-	455,000	4,750,000	150,000	300,000	5,655,000
Land Acquisition	-	-	-	1,050,120	-	1,050,120
County Improvements Fund	**29,069,000**	**13,169,870**	**30,613,200**	**24,884,160**	**23,739,965**	**121,476,195**
Construction	9,000,000	-	5,000,000	50,000	-	14,050,000
Equipment	2,120,000	1,050,000	218,200	1,479,160	289,200	5,156,560
Facility Improvements	10,485,000	2,370,000	9,165,000	6,065,000	2,660,000	30,745,000
Land Acquisition	-	-	-	-	250,000	250,000
Reserve	200,000	200,000	200,000	200,000	200,000	1,000,000
Roads & Public Works	3,430,000	5,244,870	11,590,000	12,690,000	15,800,765	48,755,635
Technology	1,700,000	1,965,000	1,840,000	2,140,000	2,580,000	10,225,000
Vehicles	2,134,000	2,340,000	2,600,000	2,260,000	1,960,000	11,294,000
Public Utilities CIP Fund	**12,651,026**	**14,964,074**	**12,269,906**	**27,008,835**	**18,370,515**	**85,264,356**
Equipment	-	349,000	146,000	251,000	315,000	1,061,000
Utility Infrastructure	10,364,950	11,963,000	5,729,000	18,630,000	12,202,000	58,888,950
Utility Service Agreement	2,286,076	2,652,074	6,394,906	8,127,835	5,853,515	25,314,406
School Improvements Fund	**10,000,000**	**5,800,000**	**13,000,000**	**6,800,000**	**42,625,000**	**78,225,000**
Construction	-	-	-	3,600,000	32,100,000	35,700,000
Equipment	750,000	800,000	1,155,000	1,200,000	2,685,000	6,590,000
Facility Improvements	5,160,000	420,000	10,645,000	385,000	5,603,000	22,213,000
Technology	4,090,000	4,580,000	1,200,000	1,615,000	2,237,000	13,722,000
Grand Total	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**

Summary of Funding Sources	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Year Budget
Funding Sources	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**
Intergovernmental	1,140,000	4,113,280	12,791,000	10,839,118	12,540,765	41,424,163
Local Revenue	1,200,000	700,000	2,240,000	1,800,000	1,350,000	7,290,000
Long-term Debt	23,500,000	-	21,700,000	8,900,000	38,625,000	92,725,000
Transfers In	25,240,026	27,750,074	23,902,106	38,353,997	32,519,715	147,765,918
Use of Planned Surpluses	740,000	1,969,590	-	-	-	2,709,590
Grand Total	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**

Funding Sources by Fund	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Year Budget
Airport CIP Fund	**100,000**	**599,000**	**4,750,000**	**1,200,120**	**300,000**	**6,949,120**
Federal Aid	-	360,000	2,655,000	945,108	-	3,960,108
General Fund	-	11,000	59,000	51,002	60,000	181,002
Recovered Costs & Misc	-	-	540,000	-	-	540,000
State Aid	50,000	124,000	1,496,000	204,010	240,000	2,114,010
Use of Planned Surpluses	50,000	104,000	-	-	-	154,000
County Improvements Fund	**29,069,000**	**13,169,870**	**30,613,200**	**24,884,160**	**23,739,965**	**121,476,195**
Federal Aid	-	2,210,952	2,952,000	2,952,000	10,850,765	18,965,717
General Fund	6,989,000	6,975,000	8,323,200	7,844,160	10,089,200	40,220,560
Long-term Debt	18,500,000	-	11,700,000	5,300,000	-	35,500,000
Proffers	1,000,000	500,000	1,500,000	1,500,000	1,000,000	5,500,000
Recovered Costs & Misc	200,000	200,000	200,000	300,000	350,000	1,250,000
State Aid	1,090,000	1,418,328	5,688,000	6,738,000	1,450,000	16,384,328
Transfers In	600,000	-	250,000	250,000	-	1,100,000
Use of Planned Surpluses	690,000	1,865,590	-	-	-	2,555,590
Public Utilities CIP Fund	**12,651,026**	**14,964,074**	**12,269,906**	**27,008,835**	**18,370,515**	**85,264,356**
Public Utilities	12,651,026	14,964,074	12,269,906	27,008,835	18,370,515	85,264,356
School Improvements Fund	**10,000,000**	**5,800,000**	**13,000,000**	**6,800,000**	**42,625,000**	**78,225,000**
General Fund	2,400,000	2,400,000	3,000,000	3,000,000	3,300,000	14,100,000
Long-term Debt	5,000,000	-	10,000,000	3,600,000	38,625,000	57,225,000
Transfers In	2,600,000	3,400,000	-	200,000	700,000	6,900,000
Grand Total	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**

Funding Analysis of County & School Capital Projects	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Year Budget
General Fund Support	24.0%	49.4%	26.0%	34.2%	20.2%	27.2%
Support from Other Sources	15.8%	50.6%	24.3%	37.7%	21.6%	26.4%
Total Non-Debt Funding	**39.9%**	**100.0%**	**50.2%**	**71.9%**	**41.8%**	**53.6%**
Total Debt Funding	**60.1%**	**0.0%**	**49.8%**	**28.1%**	**58.2%**	**46.4%**

Summary by Funding Source	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Year Budget
Intergovernmental	**1,140,000**	**4,113,280**	**12,791,000**	**10,839,118**	**12,540,765**	**41,424,163**
Federal Aid	**-**	**2,570,952**	**5,607,000**	**3,897,108**	**10,850,765**	**22,925,825**
Airport CIP Fund	-	360,000	2,655,000	945,108	-	3,960,108
County Improvements Fund	-	2,210,952	2,952,000	2,952,000	10,850,765	18,965,717
State Aid	**1,140,000**	**1,542,328**	**7,184,000**	**6,942,010**	**1,690,000**	**18,498,338**
Airport CIP Fund	50,000	124,000	1,496,000	204,010	240,000	2,114,010
County Improvements Fund	1,090,000	1,418,328	5,688,000	6,738,000	1,450,000	16,384,328
Local Revenue	**1,200,000**	**700,000**	**2,240,000**	**1,800,000**	**1,350,000**	**7,290,000**
Proffers	**1,000,000**	**500,000**	**1,500,000**	**1,500,000**	**1,000,000**	**5,500,000**
County Improvements Fund	1,000,000	500,000	1,500,000	1,500,000	1,000,000	5,500,000
Recovered Costs & Misc	**200,000**	**200,000**	**740,000**	**300,000**	**350,000**	**1,790,000**
Airport CIP Fund	-	-	540,000	-	-	540,000
County Improvements Fund	200,000	200,000	200,000	300,000	350,000	1,250,000
Long-term Debt	**23,500,000**	**-**	**21,700,000**	**8,900,000**	**38,625,000**	**92,725,000**
Long-term Debt	**23,500,000**	**-**	**21,700,000**	**8,900,000**	**38,625,000**	**92,725,000**
County Improvements Fund	18,500,000	-	11,700,000	5,300,000	-	35,500,000
School Improvements Fund	5,000,000	-	10,000,000	3,600,000	38,625,000	57,225,000
Transfers In	**25,240,026**	**27,750,074**	**23,902,106**	**38,353,997**	**32,519,715**	**147,765,918**
General Fund	**9,389,000**	**9,386,000**	**11,382,200**	**10,895,162**	**13,449,200**	**54,501,562**
Airport CIP Fund	-	11,000	59,000	51,002	60,000	181,002
County Improvements Fund	6,989,000	6,975,000	8,323,200	7,844,160	10,089,200	40,220,560
School Improvements Fund	2,400,000	2,400,000	3,000,000	3,000,000	3,300,000	14,100,000
Public Utilities	**12,651,026**	**14,964,074**	**12,269,906**	**27,008,835**	**18,370,515**	**85,264,356**
Public Utilities CIP Fund	12,651,026	14,964,074	12,269,906	27,008,835	18,370,515	85,264,356
Transfers In	**3,200,000**	**3,400,000**	**250,000**	**450,000**	**700,000**	**8,000,000**
County Improvements Fund	600,000	-	250,000	250,000	-	1,100,000
School Improvements Fund	2,600,000	3,400,000	-	200,000	700,000	6,900,000
Use of Planned Surpluses	**740,000**	**1,969,590**	**-**	**-**	**-**	**2,709,590**
Use of Planned Surpluses	**740,000**	**1,969,590**	**-**	**-**	**-**	**2,709,590**
Airport CIP Fund	50,000	104,000	-	-	-	154,000
County Improvements Fund	690,000	1,865,590	-	-	-	2,555,590
Grand Total	**51,820,026**	**34,532,944**	**60,633,106**	**59,893,115**	**85,035,480**	**291,914,671**

Year 1 Life Cycle Costs are included in operating budgets for the indicated funds. Operating impacts to the General Fund are reflected in the Five-Year General Fund Financial Plan. Debt service impacts are not detailed below but are included in the Five-Year General Fund Financial Plan and the Debt Service Fund section of the Budget document.

	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Yr Budget
Airport CIP Fund	**-**	**2,000**	**9,000**	**9,000**	**9,000**	**29,000**
Fuel Tank Replacement						
Maintenance Service Contracts	-	2,000	2,000	2,000	2,000	8,000
Obstruction Removal						
Repair & Maintenance Services	-	-	2,000	2,000	2,000	6,000
Terminal Building						
Electrical Services	-	-	2,000	2,000	2,000	6,000
Water & Sewer Services	-	-	3,000	3,000	3,000	9,000
County Improvements Fund	**-**	**110,000**	**158,000**	**243,000**	**261,500**	**772,500**
Countywide Financial System Upgrades						
Software Services	-	-	3,000	3,000	3,000	9,000
Firing Range Target System						
Maintenance Service Contracts	-	-	5,000	5,000	5,000	15,000
Forensic Evidence Bay						
Electrical Services	-	-	-	-	1,000	1,000
Land Records Management System						
Software Services	-	-	-	60,000	60,000	120,000
Park Development & Community Center						
Repair & Maintenance Services	-	65,000	85,000	110,000	125,000	385,000
Salaries Full-time	-	45,000	45,000	45,000	45,000	180,000
Park Enhancements						
Repair & Maintenance Services	-	-	-	-	2,500	2,500
Public Safety Software Upgrade						
Software Services	-	-	20,000	20,000	20,000	60,000
Public Utilities CIP Fund	**-**	**32,000**	**82,000**	**87,200**	**92,200**	**293,400**
Airport East WST, PS & W/L						
Repair & Maintenance Services	-	30,000	30,000	30,000	30,000	120,000
Doswell Offload WWPS #2 & Force Main						
Repair & Maintenance Services	-	-	50,000	50,000	50,000	150,000
DWTP Chlorination Upgrades						
Repair & Maintenance Services	-	2,000	2,000	2,000	2,000	8,000
I-95 Waterline Crossing at Long Road						
Repair & Maintenance Services	-	-	-	200	200	400

Year 1 Life Cycle Costs are included in operating budgets for the indicated funds. Operating impacts to the General Fund are reflected in the Five-Year General Fund Financial Plan. Debt service impacts are not detailed below but are included in the Five-Year General Fund Financial Plan and the Debt Service Fund section of the Budget document.

	Yr 1 Budget	Yr 2 Budget	Yr 3 Budget	Yr 4 Budget	Yr 5 Budget	Total 5-Yr Budget
Middle Chickahominy WWPS Upgrade						
Repair & Maintenance Services	-	-	-	-	5,000	5,000
Sledd Run WWPS Generator Installation						
Repair & Maintenance Services	-	-	-	5,000	5,000	10,000
School Improvements Fund	**522,800**	**908,445**	**1,093,215**	**1,193,280**	**1,217,140**	**4,934,880**
Technology Enhancements						
Salaries Full-time	522,800	908,445	1,093,215	1,193,280	1,217,140	4,934,880
Grand Total	**522,800**	**1,052,445**	**1,342,215**	**1,532,480**	**1,579,840**	**6,029,780**

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Airport CIP Fund Summary

FY19-FY23 CIP - Airport: Funding Sources by Project Type

	Equipment	Facility Improvements	Land Acquisition	Grand Total
Intergovernmental	**98,000**	**4,947,000**	**1,029,118**	**6,074,118**
Categorical State Aid	98,000	1,932,000	84,010	2,114,010
Fed Aviation Administration	-	3,015,000	945,108	3,960,108
Local Revenue	**-**	**540,000**	**-**	**540,000**
Recovered Costs	-	540,000	-	540,000
Transfers In	**-**	**160,000**	**21,002**	**181,002**
Transfer from General Fund	-	160,000	21,002	181,002
Use of Planned Surpluses	**146,000**	**8,000**	**-**	**154,000**
Prior Years Balance	146,000	8,000	-	154,000
Grand Total	**244,000**	**5,655,000**	**1,050,120**	**6,949,120**

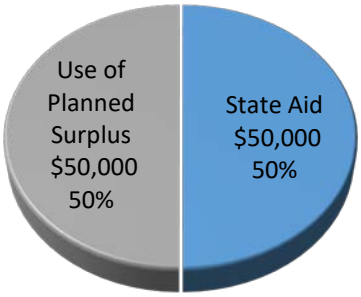
FY19-FY23 CIP - Airport: Projects Funded by the General Fund

	Facility Improvements	Land Acquisition	General Fund Total
Airport Land Acquisition	-	21,002	**21,002**
Airport Safety Improvements	160,000	-	**160,000**
General Fund Total	**160,000**	**21,002**	**181,002**

FY19 CIP Airport Projects by Project Type

	Year 1
Equipment	**100,000**
Tractor	100,000

FY19 Airport CIP Funding Sources



Project Locations

The following location is referenced within the project pages of the Airport CIP Fund.

Hanover County Airport 11152 Airpark Road, Ashland, VA 23005

Airport Land Acquisition

DEPARTMENT
Airport CIP

PROJECT TYPE
Land Acquisition

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
The Airport Master Plan identifies the need to purchase 58 acres of land and avigation easements to the North and East of the runway to meet FAA airport safety criteria. Purchase of this land or easement is required to remove airspace obstructions and complete East side expansion. The County will give priority for acquisition of required land when it is on the market.

USEFUL LIFE
N/A

TIMETABLE
Purchase of land or easements in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**1,050,120**	**-**	**1,050,120**
Categorical State Aid	-	-	-	84,010	-	84,010
Fed Aviation Administration	-	-	-	945,108	-	945,108
Transfer from General Fund	-	-	-	21,002	-	21,002
Funding Uses	**-**	**-**	**-**	**1,050,120**	**-**	**1,050,120**
Land Purch & Development Addtl	-	-	-	1,050,120	-	1,050,120

Airport Safety Improvements

DEPARTMENT
Airport CIP

PROJECT TYPE
Facility Improvements

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
Airport safety improvements include terminal roof replacement in FY20 (Year 2), resurfacing the runway with mill in FY21, overlaying of the original ramp apron in FY22 and installing omnidirectional approach lighting for Runway 16 in FY23. Resurfacing is needed to replace aging asphalt to maintain the usability of the runway. The last runway resurface was performed in 1993 and has exceeded its useful life. Project includes new runway stripping, increase to runway lighting elevations and modernization of the runway electrical system.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY20, FY21, FY22 & FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**55,000**	**2,950,000**	**150,000**	**300,000**	**3,455,000**
Categorical State Aid	-	44,000	236,000	120,000	240,000	640,000
Fed Aviation Administration	-	-	2,655,000	-	-	2,655,000
Transfer from General Fund	-	11,000	59,000	30,000	60,000	160,000
Funding Uses	**-**	**55,000**	**2,950,000**	**150,000**	**300,000**	**3,455,000**
Alt to Facility or Office	-	55,000	2,950,000	150,000	300,000	3,455,000

Fuel Tank Replacement

DEPARTMENT
Airport CIP

PROJECT TYPE
Equipment

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
The current Jet A fuel tank is an above-ground tank built in 1989. The tank was refurbished in 1996 with an epoxy-coated lining to prevent corrosion. In 2010, the tank was inspected and repaired. Airport customers require both Avgas and Jet A fuel tanks. State environmental regulations require tanks to meet tightness and leak proof standards. The new system will meet the current environmental regulations as well as FAA and State requirements.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY20 (Year 2).

OPERATING IMPACT
Annual operating impact of $2,000 beginning in FY20 for tank inspections.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**144,000**	**-**	**-**	**-**	**144,000**
Categorical State Aid	-	48,000	-	-	-	48,000
Prior Years Balance	-	96,000	-	-	-	96,000
Funding Uses	**-**	**144,000**	**-**	**-**	**-**	**144,000**
Machinery & Equipment Repl	-	144,000	-	-	-	144,000
Operating Impact	**-**	**2,000**	**2,000**	**2,000**	**2,000**	**8,000**
Maintenance Service Contracts	-	2,000	2,000	2,000	2,000	8,000

Obstruction Removal

DEPARTMENT
Airport CIP

PROJECT TYPE
Facility Improvements

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
As a condition of State funding and FAA Grant Assurances, the Approach Airspace must be clear of obstructions. This project includes acquiring avigation easements to permit removal of tree obstructions which have grown into the airspace surfaces. Project will also include design and construction costs associated with physical removal of tree obstructions.

USEFUL LIFE
N/A

TIMETABLE
Project to be completed in FY20 (Year 2).

OPERATING IMPACT
Annual operating impact of $2,000 beginning in FY21 for additional annual brush cutting of newly cleared areas to prevent regrowth of trees.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**400,000**	**-**	**-**	**-**	**400,000**
Categorical State Aid	-	32,000	-	-	-	32,000
Fed Aviation Administration	-	360,000	-	-	-	360,000
Prior Years Balance	-	8,000	-	-	-	8,000
Funding Uses	**-**	**400,000**	**-**	**-**	**-**	**400,000**
Alt to Facility or Office	-	400,000	-	-	-	400,000
Operating Impact	**-**	**-**	**2,000**	**2,000**	**2,000**	**6,000**
Repair & Maintenance Services	-	-	2,000	2,000	2,000	6,000

Terminal Building

DEPARTMENT
Airport CIP

PROJECT TYPE
Facility Improvements

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
The Airport Master Plan calls for a new terminal building on the East side. State funding is based on the amount of Terminal Public Use Space versus Private Use Space, with Public Use Space typically funded by Virginia Department of Aviation (DOAV) at 100%. Design of the terminal and its use identifies appropriate square footage. If grant funding is requested, approval by DOAV is required prior to construction.

USEFUL LIFE
N/A

TIMETABLE
Construction in FY21 (Year 3).

OPERATING IMPACT
Annual operating impact of $5,000 for additional cost of utilities beginning in FY21.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**1,800,000**	**-**	**-**	**1,800,000**
Categorical State Aid	-	-	1,260,000	-	-	1,260,000
Recovered Costs	-	-	540,000	-	-	540,000
Funding Uses	**-**	**-**	**1,800,000**	**-**	**-**	**1,800,000**
Construction	-	-	1,800,000	-	-	1,800,000
Operating Impact	**-**	**-**	**5,000**	**5,000**	**5,000**	**15,000**
Electrical Services	-	-	2,000	2,000	2,000	6,000
Water & Sewer Services	-	-	3,000	3,000	3,000	9,000

Tractor

DEPARTMENT
Airport CIP

PROJECT TYPE
Equipment

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
Purchase a tractor that will be used for snow removal on the ramp apron, taxiways and runway. The tractor will also be used for pulling the batwing rotary cutter to mow grass/fields outside the immediate runway area. The State will fund 50% of the cost with remaining 50% to be recovered by public-private partnership with fixed-base operator.

USEFUL LIFE
20 years

TIMETABLE
Purchase in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Categorical State Aid	50,000	-	-	-	-	50,000
Prior Years Balance	50,000	-	-	-	-	50,000
Funding Uses	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Machinery & Equipment Addtl	100,000	-	-	-	-	100,000

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County Improvements Fund Summary

FY19-FY23 CIP - County: Funding Sources by Project Type

	Construction	Equip.	Facility Improv.	Land Acq.	Reserve	Roads & Public Works	Technology	Vehicles	Grand Total
Intergovernmental	**-**	**-**	**-**	**-**	**-**	**35,350,045**	**-**	**-**	**35,350,045**
Categorical State Aid	-	-	-	-	-	2,405,590	-	-	2,405,590
Fed FHWA Grant	-	-	-	-	-	18,965,717	-	-	18,965,717
State VDOT	-	-	-	-	-	13,978,738	-	-	13,978,738
Local Revenue	**-**	**-**	**150,000**	**-**	**1,000,000**	**5,500,000**	**100,000**	**-**	**6,750,000**
Miscellaneous Revenue	-	-	150,000	-	-	-	100,000	-	250,000
Reserve for Revenue Transfers	-	-	-	-	1,000,000	-	-	-	1,000,000
Traffic Contribution	-	-	-	-	-	5,500,000	-	-	5,500,000
Long Term Debt	**14,000,000**	**-**	**21,500,000**	**-**	**-**	**-**	**-**	**-**	**35,500,000**
Bond Proceeds	14,000,000	-	21,500,000	-	-	-	-	-	35,500,000
Transfers In	**50,000**	**5,156,560**	**7,245,000**	**250,000**	**-**	**7,300,000**	**10,025,000**	**11,294,000**	**41,320,560**
Transfer from General Fund	50,000	5,156,560	6,645,000	250,000	-	6,800,000	10,025,000	11,294,000	40,220,560
Transfer In FBA Capital	-	-	600,000	-	-	-	-	-	600,000
Transfer In FBA Stormwater	-	-	-	-	-	500,000	-	-	500,000
Use of Planned Surpluses	**-**	**-**	**1,850,000**	**-**	**-**	**605,590**	**100,000**	**-**	**2,555,590**
FBA CIP Stormwater PYB	-	-	-	-	-	605,590	-	-	605,590
Use of Fund Balance	-	-	1,850,000	-	-	-	100,000	-	1,950,000
Grand Total	**14,050,000**	**5,156,560**	**30,745,000**	**250,000**	**1,000,000**	**48,755,635**	**10,225,000**	**11,294,000**	**121,476,195**

FY19-FY23 CIP - County: Functional Areas by Project Type

	Construction	Equip.	Facility Improv.	Land Acq.	Reserve	Roads & Public Works	Technology	Vehicles	Grand Total
General Government	-	-	-	-	-	-	9,525,000	-	**9,525,000**
Human Services	-	-	500,000	-	-	-	-	-	**500,000**
Judicial Administration	-	-	-	-	-	-	300,000	-	**300,000**
Nondepartmental	-	-	-	-	1,000,000	-	-	-	**1,000,000**
Parks, Recreation & Cultural	14,050,000	78,000	12,750,000	250,000	-	-	-	-	**27,128,000**
Public Safety	-	4,235,000	2,325,000	-	-	-	200,000	9,644,000	**16,404,000**
Public Works	-	843,560	15,170,000	-	-	48,755,635	200,000	1,650,000	**66,619,195**
Grand Total	**14,050,000**	**5,156,560**	**30,745,000**	**250,000**	**1,000,000**	**48,755,635**	**10,225,000**	**11,294,000**	**121,476,195**

Project Locations

The following is a list of locations that are referenced within the project pages of the County Improvements Fund, along with the corresponding addresses and the departments located at each building, as applicable .

Atlee Branch Library	9161 Atlee Road, Mechanicsville, VA 23116
County Transfer Station	7301 Courtland Farm Road, Hanover, VA 23069
Courthouse Park	7232 Courtland Farm Road, Hanover, VA 23069
CSB Day Health Building	7179 Stonewall Parkway, Mechanicsville, VA 23111
Fleet Building	11375 N. Lakeridge Parkway, Ashland, VA 23005
Harman-Taylor Fire/EMS Training Center	13038 Winston Road, Ashland, VA 23005
Montpelier Branch Library	17205 Sycamore Tavern Lane, Montpelier, VA 23192
Pamunkey Regional Jail	7240 Courtland Farm Road, Hanover, VA 23069
Pole Green Park	8996 Pole Green Park Lane, Mechanicsville, VA 23116
Sheriff's Firing Range	7532 Courtland Farm Road, Hanover, VA 23069

Solid Waste Convenience Centers

Beaverdam	18400 Beaverdam Road, Beaverdam, VA 23015
Courthouse	7301 Courtland Farm Road, Hanover VA 23069
Doswell	11224 Doswell Road, Doswell, VA 23047
Elmont	11045 Lewistown Road, Ashland, VA 23005
Mechanicsville	7427 Verdi Lane, Mechanicsville, VA 23116
Montpelier	15188 Clazemont Road, Montpelier, VA 23192

Courthouse Complex

Administration Building	7516 County Complex Road, Hanover, VA 23069
Board of Supervisors meeting room	
Building Inspections	
County Administrator	
County Attorney	
Planning	
Public Utilities	
Public Works	
Courthouse	7530 County Complex Road, Hanover, VA 23069
Circuit Court	
Clerk of the Circuit Court	
Commonwealth's Attorney	
Juvenile & Domestic Relations Court	
Emergency Communications Center	7501 Library Drive, Hanover, VA 23069
Old General District Court Building	7515 Library Drive, Hanover, VA 23069
Old Clerk Building	7496 County Complex Road, Hanover, VA 23069
Finance & Management Services	
Pamunkey Regional Library	7527 Library Drive, Hanover, VA 23069

Vaughan-Bradley Building	7522 County Complex Road, Hanover, VA 23069
Sheriff	
Wickham Building	7497 County Complex Road, Hanover, VA 23069
Commissioner of the Revenue	
Human Resources	
Internal Audit	
Information Technology	
Registrar	
Treasurer	
Wickham Annex	7515 County Complex Road, Hanover, VA 23069
Assessor	
Community Corrections	

Human Services Complex

Community Services Board	12300 Washington Highway, Ashland, VA 23005
Community Resources	12310 Washington Highway, Ashland, VA 23005
Health	12312 Washington Highway, Ashland, VA 23005
Social Services	12304 Washington Highway, Ashland, VA 23005

Taylor Complex

Animal Control	12471 Taylor Complex Lane, Ashland, VA 23005
Parks & Recreation	13017 Taylor Complex Lane, Ashland, VA 23005
Parks & Recreation Maintenance Facility	12454 Taylor Complex Lane, Ashland, VA 23005
Virginia Cooperative Extension	13015 Taylor Complex Lane, Ashland, VA 23005

Countywide Financial System Upgrades

DEPARTMENT
Finance & Management Services

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
Update and purchase additional modules for the countywide financial system. Included in this project is a required upgrade to the JavaScript/HTML5 platform.

USEFUL LIFE
7 years

TIMETABLE
Purchase upgrades and module expansion in FY20 (Year 2).

OPERATING IMPACT
Anticipated operating impact of $3,000 per year beginning in FY21 for software licenses.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**100,000**	**-**	**-**	**-**	**100,000**
Use of Fund Balance	-	100,000	-	-	-	100,000
Funding Uses	**-**	**100,000**	**-**	**-**	**-**	**100,000**
Software Services	-	100,000	-	-	-	100,000
Operating Impact	**-**	**-**	**3,000**	**3,000**	**3,000**	**9,000**
Software Services	-	-	3,000	3,000	3,000	9,000

Computer Replacement Program

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
The computer replacement program philosophy is to replace computers when they are no longer functioning in an efficient manner. The target replacement schedule is 5 years, but there are times when specific computer makes/models must be replaced on a more aggressive schedule due to issues. Computers that are not used 100% of the time (conference rooms, spares, interns, etc.) are recycled as other computers are replaced. Experience shows that at 5 years performance issues and failures begin to impact workforce efficiency and productivity. Funds have been maximized by adjusting warranty periods as appropriate while still providing maximum usability and performance for the County workforce. These funds do not replace any computers in Public Utilities or the Regional Jail, or any Mobile Data Computers.

USEFUL LIFE
5 years

TIMETABLE
Annual replacement of computers.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**150,000**	**150,000**	**190,000**	**165,000**	**165,000**	**820,000**
Transfer from General Fund	150,000	150,000	190,000	165,000	165,000	820,000
Funding Uses	**150,000**	**150,000**	**190,000**	**165,000**	**165,000**	**820,000**
Computer Equip Cyclical Repl	150,000	150,000	190,000	165,000	165,000	820,000

Data Center Upgrades

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
This project will provide required maintenance and enhancements of the County Data Centers to ensure continuity of County technology operations by ensuring that existing cooling and UPS (Uninterruptable Power Supply) systems continue to operate properly with regular maintenance and upgrades. Future expenditures are for maintenance of existing cooling and UPS equipment, UPS battery replacements, major component upgrades and replacements, area modifications for growth of services and improvements to center interconnects to provide highly available systems and services. Without this routine maintenance and upgrades of critical systems, the equipment may fail without warning or not operate as required.

USEFUL LIFE
5 years for UPS batteries and major components of the cooling system. Major components of the UPS (such as capacitors and filtering circuits) have a useful life of 3 to 5 years.

TIMETABLE
Enhancements and maintenance will take place in FY21 (Year 3) & FY23 in a phased approach designed to minimize time that system components may be offline.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**75,000**	**-**	**75,000**	**150,000**
Transfer from General Fund	-	-	75,000	-	75,000	150,000
Funding Uses	**-**	**-**	**75,000**	**-**	**75,000**	**150,000**
Information System Equip Addtl	-	-	75,000	-	75,000	150,000

Enterprise Licenses

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
The County utilizes enterprise software license agreements to keep and maintain systems with up-to-date software that provides users and customers with extended functionality, corrections for known issues and key security upgrades. The Enterprise Agreement provides software licensing and product access for all County computers. Servers, desktops, laptops and other device operating systems are funded and maintained through the Enterprise Agreement. Employees are licensed to use the latest version of software productivity tools. Funds are also included for SQL Server database instances. Administrative costs are greatly reduced through the use of the Enterprise Agreements. Licenses do not have to be purchased with new computers and the management of licenses are simplified and efficient. Users have access to vendor-issued patches and updates for their systems without the need to re-purchase software or pay vendors on a time and materials basis to correct problems. The County uses a software assurance and premier support agreement to provide critical support. This agreement is renegotiated every three years. The escalation of these support fees is to move to a hybrid cloud on-premises environment using a hosted services solution.

USEFUL LIFE
Varies based upon the product. All product upgrades are included with the license agreement.

TIMETABLE
Purchase of licenses and services in three year periods.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**650,000**	**660,000**	**675,000**	**700,000**	**710,000**	**3,395,000**
Transfer from General Fund	650,000	660,000	675,000	700,000	710,000	3,395,000
Funding Uses	**650,000**	**660,000**	**675,000**	**700,000**	**710,000**	**3,395,000**
Software Services	650,000	660,000	675,000	700,000	710,000	3,395,000

Human Resource System

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
The County and Schools have implemented a new Human Resource System for data management, time management and payroll processing. This project is to expand on those capabilities to enable better public safety scheduling and time tracking in accordance with federal and state law. Funds are included for application software, hardware and contractor implementation costs.

USEFUL LIFE
10 years

TIMETABLE
Implement public safety scheduling solution in FY23 (Year 5).

OPERATING IMPACT
Software system maintenance fees beginning in FY24.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**430,000**	**430,000**
Transfer from General Fund	-	-	-	-	430,000	430,000
Funding Uses	**-**	**-**	**-**	**-**	**430,000**	**430,000**
Professional Services	-	-	-	-	237,000	237,000
Software Services	-	-	-	-	193,000	193,000

Storage Area Network

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
The existing Storage Area Network (SAN) is a combination of appliances, software and equipment from multiple vendors. The SAN provides storage with greater capabilities and reliability. The SAN allows multiple system access, which helps the County ensure it is utilizing all storage more effectively and efficiently than traditional server storage. Funds are included for growth in data storage. The SAN also provides greater advance fault detection, allowing staff the ability to identify potential issues and correct them before the problems cause catastrophic system failures and service outages. Funds are also included for system warranties. FY22 (Year 4) includes a backup appliance for Laserfiche data.

USEFUL LIFE
Major upgrades for system growth are planned every 5 years with replacement typically in 10 to 15 years.

TIMETABLE
System capacity will be enhanced and upgraded as data storage needs arise. FY19 includes new public safety system storage.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**300,000**	**150,000**	**175,000**	**250,000**	**250,000**	**1,125,000**
Transfer from General Fund	300,000	150,000	175,000	250,000	250,000	1,125,000
Funding Uses	**300,000**	**150,000**	**175,000**	**250,000**	**250,000**	**1,125,000**
Small Capital Outlay	300,000	150,000	175,000	250,000	250,000	1,125,000

Tax Parcel Data Enhancement

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Wickham Building

PROJECT DESCRIPTION
The basis of the County's real estate tax record system is the tax parcel. Local government tax parcel data is the legal repository of land ownership and property value. The original geographic information system (GIS) parcel data layer was established in the mid 1990s by digitally converting hard copy, manually-created maps that were not based on deeds or survey plats. Since the County's assessment system is predominantly based on physical attributes of a parcel and characteristics of the land that comprises the parcel, it is imperative that parcels be as accurate as possible, which will be beneficial to both County operations and the public.

USEFUL LIFE
N/A

TIMETABLE
Implementation to be completed in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**80,000**	**-**	**-**	**-**	**80,000**
Transfer from General Fund	-	80,000	-	-	-	80,000
Funding Uses	**-**	**80,000**	**-**	**-**	**-**	**80,000**
Professional Services	-	80,000	-	-	-	80,000

Technology Infrastructure

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
Maintain and enhance the County's Technology Infrastructure. This includes the County's Network, Windows Server and SQL database infrastructure, as well as the County's Security & Network Protection methods and back-up solutions. Project costs include equipment, software licenses and warranty coverage. These upgrades are required as shifts in technology occur to provide current support and warranty coverage, system enhancements and to supplement implementation of new technologies. These funds also ensure continuity of operations for all technology services within the County. This project includes all hardware to operate the County's Technology Infrastructure in all County locations.

USEFUL LIFE
Varies depending on the product's End of Life (EOL)

TIMETABLE
Annual purchases for enhancements to the County's major systems and infrastructure.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**600,000**	**625,000**	**725,000**	**725,000**	**750,000**	**3,425,000**
Transfer from General Fund	600,000	625,000	725,000	725,000	750,000	3,425,000
Funding Uses	**600,000**	**625,000**	**725,000**	**725,000**	**750,000**	**3,425,000**
Information System Equip Addtl	600,000	625,000	725,000	725,000	750,000	3,425,000

RAFT House Project

DEPARTMENT
Community Services Board

PROJECT TYPE
Facility Improvements

LOCATION
To be determined

PROJECT DESCRIPTION
Provide a facility for the RAFT (Recovery Acceptance Friendship Teamwork) House project that fully meets the program needs of the Community Services Board (CSB) psychosocial rehabilitation program, while also eliminating the last remaining CSB-leased facility. The current facility does not allow for needed expansion and configuration for optimum programming. Transition to a County-owned facility will also provide a more cost-effective alternative to long-term leasing.

USEFUL LIFE
20+ years

TIMETABLE
Purchase of an existing property or construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**500,000**	**-**	**500,000**
Transfer from General Fund	-	-	-	500,000	-	500,000
Funding Uses	**-**	**-**	**-**	**500,000**	**-**	**500,000**
Construction	-	-	-	500,000	-	500,000

Land Records Management System

DEPARTMENT
Clerk of the Circuit Court

PROJECT TYPE
Technology

LOCATION
Courthouse

PROJECT DESCRIPTION
Replace the current Land Records Management System. This system stores and enables access to public records including land records, court orders, wills, fiduciary accounts and marriage licenses. It also provides secure remote access to land records for paid subscribers and government employees. The current system has been in use since 2002.

USEFUL LIFE
10 years

TIMETABLE
Request for Proposal (RFP) in FY21 (Year 3); installation in FY22.

OPERATING IMPACT
Software system maintenance fees beginning in FY22.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**300,000**	**-**	**300,000**
Miscellaneous Revenue	-	-	-	100,000	-	100,000
Transfer from General Fund	-	-	-	200,000	-	200,000
Funding Uses	**-**	**-**	**-**	**300,000**	**-**	**300,000**
Software Services	-	-	-	300,000	-	300,000
Operating Impact	**-**	**-**	**-**	**60,000**	**60,000**	**120,000**
Software Services	-	-	-	60,000	60,000	120,000

Library Development

DEPARTMENT
Pamunkey Regional Library

PROJECT TYPE
Construction

LOCATION
Atlee and Montpelier Areas

PROJECT DESCRIPTION
In FY19 (Year 1), this project will fund a projected 20,000 square foot library to replace the 13,000 square foot storefront Atlee Branch Library. In FY21, construction of a branch in the Montpelier area will begin. The additional space is needed to provide contemporary library services to customers. Based on the standard of 0.6 square feet per person and a County population of 108,706, the library needs 65,224 square feet of space. Currently, the library has 48,100 square feet of space. A new Atlee Branch Library with a projected total of 20,000 square feet will add 7,000 square feet of space.

USEFUL LIFE
50 years

TIMETABLE
Design and construction in FY19 & FY21.

OPERATING IMPACT
Additional costs are anticipated but are not yet quantified. The operating impact will vary based on structural and programmatic decisions for the expanded facilities.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**9,000,000**	**-**	**5,000,000**	**-**	**-**	**14,000,000**
Bond Proceeds	9,000,000	-	5,000,000	-	-	14,000,000
Funding Uses	**9,000,000**	**-**	**5,000,000**	**-**	**-**	**14,000,000**
Construction	9,000,000	-	5,000,000	-	-	14,000,000

Courthouse Park - Athletic Field Lighting

DEPARTMENT
Parks & Recreation

PROJECT TYPE
Facility Improvements

LOCATION
Courthouse Park

PROJECT DESCRIPTION
This project provides funding for lighting Multipurpose Field 3 at Courthouse Park. Project was in the previous CIP for FY19 (Year 1). It is being moved to FY23 to allow for additional vegetative screening to grow along the field, providing a greater light buffer along the property line. Multipurpose Fields 1 & 2 were previously illuminated in FY17 & FY18. This is the final field to be lighted at Courthouse Park.

USEFUL LIFE
25+ years

TIMETABLE
Installation in FY23.

OPERATING IMPACT
Anticipated operating impact beginning in FY24 to reflect the cost of operating the lights.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**150,000**	**150,000**
Miscellaneous Revenue	-	-	-	-	150,000	150,000
Funding Uses	**-**	**-**	**-**	**-**	**150,000**	**150,000**
Alterations to Grounds	-	-	-	-	150,000	150,000

Little River Park Development

DEPARTMENT
Parks & Recreation

PROJECT TYPE
Land Acquisition

LOCATION
Western Hanover - Doswell Area

PROJECT DESCRIPTION
Development of the Little River site into a passive natural park was identified in Years 10-15 of the Parks & Recreation Comprehensive Facilities Master Plan approved in March 2010. Development would include a basic entrance road, parking spaces for 2-3 vehicles, signage, trails and picnic areas.

USEFUL LIFE
50+ years

TIMETABLE
FY23 (Year 5)

OPERATING IMPACT
Minimal operating impact as seasonal or contracted grounds maintenance staff would be responsible for trash pick-up and park upkeep.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**250,000**	**250,000**
Transfer from General Fund	-	-	-	-	250,000	250,000
Funding Uses	**-**	**-**	**-**	**-**	**250,000**	**250,000**
Land Purch & Development	-	-	-	-	250,000	250,000
Addtl						

Park Development & Community Center

DEPARTMENT
Parks & Recreation

PROJECT TYPE
Facility Improvements

LOCATION
Countywide

PROJECT DESCRIPTION
Fund land acquisition, engineering and development of two district parks, one on each end of the County. Park amenities will be both active and passive and may include lighted athletic fields/courts, playgrounds, shelters and trails. In addition, funding is provided for the construction of an approximately 12,000 square foot Community Center to be built as part of a new joint Library/Community Center at Montpelier Park. Combining the two uses into one facility provides construction savings over stand-alone structures, allows for additional revenue-based programs and reduces staffing needs. Both District Parks and the Community Center were identified as needs in FY20-22 of the Parks & Recreation Comprehensive Facilities Master Plan.

USEFUL LIFE
30 to 50 years for community center; 50+ years for park

TIMETABLE
Phase I construction of the Eastern Hanover Park in FY19 (Year 1). Phase II construction of the Eastern Hanover Park scheduled for FY21. Land acquisition, additional land development services and Phase I construction of the Western Hanover Park scheduled for FY21. Construction of the Montpelier Park Library/Community Center scheduled for FY21. Phase II construction of the Western Hanover Park scheduled for FY23.

OPERATING IMPACT
Anticipated operating impact beginning in FY20 related to additional staff resources, utilities, materials and supplies.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**3,600,000**	**-**	**8,000,000**	**-**	**1,000,000**	**12,600,000**
Bond Proceeds	3,000,000	-	6,000,000	-	-	9,000,000
Transfer from General Fund	-	-	2,000,000	-	1,000,000	3,000,000
Transfer In FBA Capital	600,000	-	-	-	-	600,000
Funding Uses	**3,600,000**	**-**	**8,000,000**	**-**	**1,000,000**	**12,600,000**
Construction	-	-	2,000,000	-	-	2,000,000
Land Purch & Development Addtl	3,600,000	-	6,000,000	-	1,000,000	10,600,000
Operating Impact	**-**	**110,000**	**130,000**	**155,000**	**170,000**	**565,000**
Repair & Maintenance Services	-	65,000	85,000	110,000	125,000	385,000
Salaries Full-time	-	45,000	45,000	45,000	45,000	180,000

Park Enhancements

DEPARTMENT
Parks & Recreation

PROJECT TYPE
Construction

LOCATION
Pole Green Park

PROJECT DESCRIPTION
Construction of a large picnic shelter/shade structure that will be designed to accommodate up to 125 individuals and include picnic table-style seating. It will be a wood structure measuring approximately 1,500 square feet. It will be used for department special events, large scale park events including cross country meets, and rental to the public.

USEFUL LIFE
30 to 45 years

TIMETABLE
Design and construction in FY22 (Year 4).

OPERATING IMPACT
Additional maintenance for the structure is estimated to cost $2,500 per year beginning in FY23. Revenue received for this structure is estimated at $1,500 per year.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**50,000**	**-**	**50,000**
Transfer from General Fund	-	-	-	50,000	-	50,000
Funding Uses	**-**	**-**	**-**	**50,000**	**-**	**50,000**
Construction	-	-	-	50,000	-	50,000
Operating Impact	**-**	**-**	**-**	**-**	**2,500**	**2,500**
Repair & Maintenance Services	-	-	-	-	2,500	2,500

Skid Steer

DEPARTMENT
Parks & Recreation

PROJECT TYPE
Equipment

LOCATION
Countywide

PROJECT DESCRIPTION
Purchase a skid steer to replace the current backhoe that has run past its effective lifespan. The backhoe is used for a variety of projects including tree removal, tree planting, pole/footing removal, breaking up concrete, digging large holes, snow removal, gravel/material loading, installing/moving concrete drainage pipe, back grading, demolition of small structures and transporting heavy materials. The skid steer can perform all of those tasks as well as large hedge row trimming, articulated tree trimming and large trail maintenance in a more nimble and less expensive package.

USEFUL LIFE
25+ years

TIMETABLE
FY22 (Year 4)

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**78,000**	**-**	**78,000**
Transfer from General Fund	-	-	-	78,000	-	78,000
Funding Uses	**-**	**-**	**-**	**78,000**	**-**	**78,000**
Construction Veh & Equip Addtl	-	-	-	78,000	-	78,000

Logger Recorder

DEPARTMENT
Emergency Communications

PROJECT TYPE
Equipment

LOCATION
Emergency Communications Center

PROJECT DESCRIPTION
Replace the current Logger Recorder, which was placed in service in 2010. The current recording system is not Next Generation 911 (NG 911) compatible.

USEFUL LIFE
5 to 10 years

TIMETABLE
8 to 12 month implementation process.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**400,000**	**-**	**-**	**-**	**-**	**400,000**
Transfer from General Fund	400,000	-	-	-	-	400,000
Funding Uses	**400,000**	**-**	**-**	**-**	**-**	**400,000**
Communications Equipment Repl	400,000	-	-	-	-	400,000

Public Safety Software Upgrade

DEPARTMENT
Emergency Communications

PROJECT TYPE
Technology

LOCATION
Emergency Communications Center

PROJECT DESCRIPTION
The County implemented new Computer Aided Dispatch (CAD), law enforcement Records Management System and Mobile CAD & Field Reporting in 2015. The system vendor is developing/upgrading their software solution based on JavaScript/HTML5 programming. This new software version will be a major technology upgrade for public safety agencies. The current software maintenance contract will include the new software version, but services and training will be required. The project will also include the implementation of third-party software to enhance mobile computer connectivity to the County network. This project will impact public safety employees in the Sheriff's Office, Fire-EMS, Commonwealth's Attorney and Emergency Communications departments.

USEFUL LIFE
Major software upgrades necessary every 5 to 7 years

TIMETABLE
Project to be completed in FY20 (Year 2).

OPERATING IMPACT
Anticipated operating impact of $20,000 per year beginning in Year 3 for software licenses.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**200,000**	**-**	**-**	**-**	**200,000**
Transfer from General Fund	-	200,000	-	-	-	200,000
Funding Uses	**-**	**200,000**	**-**	**-**	**-**	**200,000**
Professional Services	-	200,000	-	-	-	200,000
Operating Impact	**-**	**-**	**20,000**	**20,000**	**20,000**	**60,000**
Software Services	-	-	20,000	20,000	20,000	60,000

Air Pack System

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

LOCATION
Fire/EMS Stations

PROJECT DESCRIPTION
The useful life on air packs and air bottles is 15 years. Within the equipment's lifespan, the bottles can only be hydro tested twice. The last hydro test for the current air bottle inventory was completed in FY14. All bottles will need to be replaced by the end of FY19 (Year 1). Air packs need to be replaced by the end of FY21. This project will replace 45 minute bottles with the new 55 minute bottle technology used by regional partners.

USEFUL LIFE
15 years

TIMETABLE
Purchase over 2 years.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,500,000**	**1,000,000**	**-**	**-**	**-**	**2,500,000**
Transfer from General Fund	1,500,000	1,000,000	-	-	-	2,500,000
Funding Uses	**1,500,000**	**1,000,000**	**-**	**-**	**-**	**2,500,000**
Machinery & Equipment Repl	1,500,000	1,000,000	-	-	-	2,500,000

Ambulance Replacement

DEPARTMENT
Fire-EMS

PROJECT TYPE
Vehicles

LOCATION
Fire/EMS Stations

PROJECT DESCRIPTION
The County currently operates twenty-two (22) ambulances from sixteen (16) stations. This project will replace ambulances based on estimated maintenance costs, mileage and age. All ambulances will be outfitted to advanced life support standards. This project also incorporates the replacement of one Quick Response Vehicle (QRV) per year.

USEFUL LIFE
10 years

TIMETABLE
Annual purchase of two ambulances and one QRV.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**564,000**	**570,000**	**570,000**	**570,000**	**570,000**	**2,844,000**
Transfer from General Fund	564,000	570,000	570,000	570,000	570,000	2,844,000
Funding Uses	**564,000**	**570,000**	**570,000**	**570,000**	**570,000**	**2,844,000**
Fire Trucks & Ambulances Repl	564,000	570,000	570,000	570,000	570,000	2,844,000

Diesel Exhaust Filtering System

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

LOCATION
Fire/EMS Stations

PROJECT DESCRIPTION
Install exhaust filtering systems on apparatus to minimize exposure to known carcinogens and particulates that cause lung cancer. This system is apparatus-mounted and works automatically to protect firefighter and EMS personnel from the dangers of breathing diesel exhaust. This product meets and exceeds OSHA, CAL-OSHA, NIOSH and NFPA requirements.

USEFUL LIFE
Varies based on vehicle: Ambulances - 10 years; Engines and First Response Units - 10 years; Ladder Trucks and Heavy Rescue Trucks - 15 years; Tankers - 20 years

TIMETABLE
Installation on 15 units (Engines and Ambulances) per year beginning in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**135,000**	**135,000**
Transfer from General Fund	-	-	-	-	135,000	135,000
Funding Uses	**-**	**-**	**-**	**-**	**135,000**	**135,000**
Motor Vehicle & Equipment Addl	-	-	-	-	135,000	135,000

Fire Engine & Heavy Rescue Replacement

DEPARTMENT
Fire-EMS

PROJECT TYPE
Vehicles

LOCATION
Fire/EMS Stations

PROJECT DESCRIPTION
The County operates a fleet of (20) engines, eight (8) tankers, three (3) ladder trucks, four (4) heavy rescue trucks, an air utility vehicle with trailer, brush trucks, Fire Marshal vehicles, command vehicles, first responder all purpose vehicles and a mobile command unit. The engines in this rotation are the first line engines for fire and medical response from County fire stations. They have a capacity of 750 gallons of water, 2,000 gallon per minute pump, 2,000 feet of assorted hose, breathing apparatus and the capability of transporting (6) firefighters to emergency scenes. This plan will not expand the current fleet of fire engines beyond the 20 currently in operation.

USEFUL LIFE
Varies based on vehicle: Command Vehicles – 4 years; Fire Marshal Vehicles – 7 years; Engines - 10 years; Ladder Trucks and Heavy Rescue Trucks - 15 years; Tankers - 20 years; Brush Trucks - 20 years

TIMETABLE
Annual purchases in accordance with the 22-year apparatus replacement plan.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,250,000**	**1,450,000**	**1,700,000**	**1,350,000**	**1,050,000**	**6,800,000**
Transfer from General Fund	1,250,000	1,450,000	1,700,000	1,350,000	1,050,000	6,800,000
Funding Uses	**1,250,000**	**1,450,000**	**1,700,000**	**1,350,000**	**1,050,000**	**6,800,000**
Fire Trucks & Ambulances Repl	1,250,000	1,450,000	1,700,000	1,350,000	1,050,000	6,800,000

Fire Training Burn Building

DEPARTMENT
Fire-EMS

PROJECT TYPE
Facility Improvements

LOCATION
Harman-Taylor Fire/EMS Training Center

PROJECT DESCRIPTION
The current burn building was originally constructed in 1992 using refractory concrete. Refractory concrete became known as a poor choice for burn building construction because high temperatures cause the concrete to separate at the internal rebar. In 2000, the building was inspected and the department decided to use a new construction method using externally constructed "burn boxes" in an attempt to reduce wear on the building. The boxes were installed in 2003-2004. However, this addition was not designed to add years to the overall service life of the building. This funding will allow the department to construct a replacement building, which is essential to basic firefighting training. The funded burn building consists of mostly gas props. There is an opportunity for burn boxes to be removed and stacked to provide a combination system for an enhanced live fire training experience.

USEFUL LIFE
25 years

TIMETABLE
Architecture & engineering in FY19 (Year 1); construction in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**250,000**	**1,600,000**	**-**	**-**	**-**	**1,850,000**
Use of Fund Balance	250,000	1,600,000	-	-	-	1,850,000
Funding Uses	**250,000**	**1,600,000**	**-**	**-**	**-**	**1,850,000**
Construction	-	1,600,000	-	-	-	1,600,000
Engineering & Architect Svcs	250,000	-	-	-	-	250,000

Station Alerting System Upgrade

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

LOCATION
Fire/EMS Stations

PROJECT DESCRIPTION
The current Station Alerting System utilizes 1950's technology. The alerting system is the first step in a series of cascading events that allow Fire-EMS to meet its primary mission. A more advanced alerting system will help reduce response times by shortening the time it takes for tones to commence and end. This reduction of out-of-station time has a significant correlation to both fire and EMS incident outcomes. The current alerting technology has a short shelf life and finding parts to maintain the system will continue to become challenging. The new technology implemented in modern activation systems utilizes "soft" alerting/notification through the volume of speakers and the gradual illumination of bedroom lighting. The new station alerting system will enable the department to be better prepared for future technology needs and, most importantly, will improve the health and safety of Fire-EMS personnel.

USEFUL LIFE
20 years

TIMETABLE
Installation in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**1,200,000**	**-**	**1,200,000**
Transfer from General Fund	-	-	-	1,200,000	-	1,200,000
Funding Uses	**-**	**-**	**-**	**1,200,000**	**-**	**1,200,000**
Communications Equipment Addtl	-	-	-	1,200,000	-	1,200,000

Evidence Room Expansion

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

LOCATION
Vaughan-Bradley Building

PROJECT DESCRIPTION
Expand the evidence room into an adjacent space. The current evidence room has reached capacity. Items are destroyed at a reasonable pace but the facility is no longer able to store items before they can be destroyed. The evidence room footprint is the same as it was 20 years ago when the building opened. An adjacent storage room has been emptied, with items transferred to available storage in the new Courthouse. This project will expand the security system into the added room, install a new drug/valuables cage and install a new shelving system in the current area.

USEFUL LIFE
20 years

TIMETABLE
Construction to begin in FY19 (Year 1) and conclude in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**50,000**	**50,000**	**-**	**-**	**-**	**100,000**
Transfer from General Fund	50,000	50,000	-	-	-	100,000
Funding Uses	**50,000**	**50,000**	**-**	**-**	**-**	**100,000**
Alt to Facility or Office	50,000	50,000	-	-	-	100,000

Firing Range Lead Removal

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

LOCATION
Sheriff's Firing Range

PROJECT DESCRIPTION
Perform lead removal from the Sheriff's Firing Range. Lead removal is an EPA Best Practice for outdoor firing ranges and should be done every 10 to 12 years. The last removal was completed in 2007. This process will prevent the Sheriff's Firing Range from becoming a hazardous environment.

USEFUL LIFE
10 to 12 years

TIMETABLE
Project to be completed in late FY20 (Year 2), prior to the Firing Range Target System project.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**100,000**	**-**	**-**	**-**	**100,000**
Transfer from General Fund	-	100,000	-	-	-	100,000
Funding Uses	**-**	**100,000**	**-**	**-**	**-**	**100,000**
Alterations to Grounds	-	100,000	-	-	-	100,000

Firing Range Target System

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

LOCATION
Sheriff's Firing Range

PROJECT DESCRIPTION
Upgrade the Sheriff's Firing Range target system. The current target system is 20 years old and has reached end of life. Repairs continue to support the equipment in place but parts are becoming difficult to find. The new target system will be a state-of-the-art electric system rather than a pneumatic-based system, which has become obsolete.

USEFUL LIFE
15 to 20 years

TIMETABLE
Project to be completed in early FY21 (Year 3), following the Firing Range Lead Removal project.

OPERATING IMPACT
Anticipated operating impact of $5,000 annually beginning in FY21 related to the difference in maintenance contracts between current and replacement systems.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**100,000**	**-**	**-**	**100,000**
Transfer from General Fund	-	-	100,000	-	-	100,000
Funding Uses	**-**	**-**	**100,000**	**-**	**-**	**100,000**
Alterations to Grounds	-	-	100,000	-	-	100,000
Operating Impact	**-**	**-**	**5,000**	**5,000**	**5,000**	**15,000**
Maintenance Service Contracts	-	-	5,000	5,000	5,000	15,000

Forensic Evidence Bay

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

LOCATION
Sheriff's Firing Range

PROJECT DESCRIPTION
Expand the garage facility at the Sheriff's Firing Range by one bay. This will create a secure environment to process vehicles used in crimes and conduct forensic analysis without environmental and weather impacts. The bay will be an add-on type facility, not a stand-alone building.

USEFUL LIFE
50 years

TIMETABLE
Construction in FY23 (Year 5).

OPERATING IMPACT
Anticipated operating impact related to electricity.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**175,000**	**175,000**
Transfer from General Fund	-	-	-	-	175,000	175,000
Funding Uses	**-**	**-**	**-**	**-**	**175,000**	**175,000**
Construction	-	-	-	-	175,000	175,000
Operating Impact	**-**	**-**	**-**	**-**	**1,000**	**1,000**
Electrical Services	-	-	-	-	1,000	1,000

Admin Building Center Roof Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Administration Building

PROJECT DESCRIPTION
Replace the center and largest section of the Administration Building roof. The current roof is aging and reaching the end of its useful life. Separate repairs have and will be done on smaller sections to keep roof maintenance up to date.

USEFUL LIFE
20 years

TIMETABLE
Project planned for FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**150,000**	**-**	**150,000**
Transfer from General Fund	-	-	-	150,000	-	150,000
Funding Uses	**-**	**-**	**-**	**150,000**	**-**	**150,000**
Alt to Facility or Office	-	-	-	150,000	-	150,000

Courts Building Renovations

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Old General District Court Building

PROJECT DESCRIPTION
Renovate the Old General District Court Building vacated after completion of the new Courthouse. (Renovation of the Old Circuit Court Building was funded in prior years.) Total renovation is necessary to provide space for efficiently housing selected County departments. Existing obsolete equipment and interior structures will be replaced with new heating and cooling, electrical and other systems. The plan for the project is based on the 2015 Space Needs Study.

USEFUL LIFE
20 years for major systems

TIMETABLE
Work will begin in FY19 (Year 1) to include design and renovation within eighteen months.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**6,500,000**	**-**	**-**	**-**	**-**	**6,500,000**
Bond Proceeds	6,500,000	-	-	-	-	6,500,000
Funding Uses	**6,500,000**	**-**	**-**	**-**	**-**	**6,500,000**
Construction	6,500,000	-	-	-	-	6,500,000

CSB Day Health Roof Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
CSB Day Health Building

PROJECT DESCRIPTION
Replace the roof of the Community Services Board (CSB) Day Health Building. The current roof is aging and reaching the end of its useful life. Further repairs to prevent or stop leaks are not cost effective, except for temporary measures until replacement can be completed.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**60,000**	**-**	**-**	**-**	**60,000**
Transfer from General Fund	-	60,000	-	-	-	60,000
Funding Uses	**-**	**60,000**	**-**	**-**	**-**	**60,000**
Alt to Facility or Office	-	60,000	-	-	-	60,000

Fire-EMS Generator Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Fire/EMS Stations

PROJECT DESCRIPTION
Replace and upgrade existing aging generators at fire stations. Existing generators are sized only for partial facility power. Stations now house crews 24 hours a day and need full operational capacity during power outages. Upgraded generators will meet these needs.

USEFUL LIFE
20 years

TIMETABLE
Replace one station generator every other year.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**60,000**	**-**	**60,000**	**-**	**120,000**
Transfer from General Fund	-	60,000	-	60,000	-	120,000
Funding Uses	**-**	**60,000**	**-**	**60,000**	**-**	**120,000**
Building Accessory Equip Addtl	-	60,000	-	60,000	-	120,000

Fleet & Facilities Software Systems Repl

DEPARTMENT
General Services

PROJECT TYPE
Technology

LOCATION
Countywide

PROJECT DESCRIPTION
Replace Fleet and Facilities software systems. The current Fleet software system has been in use since 1996. The current Facilities software system has been in use for more than 10 years and lacks user friendly reporting and data collection features. The selected new system(s) will be web-based, have current dashboard and reporting capabilities and be more user friendly.

USEFUL LIFE
10 years

TIMETABLE
Project to be completed in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**200,000**	**200,000**
Transfer from General Fund	-	-	-	-	200,000	200,000
Funding Uses	**-**	**-**	**-**	**-**	**200,000**	**200,000**
Information System Equip Addtl	-	-	-	-	200,000	200,000

Fleet Air Compressor Replacement

DEPARTMENT
General Services

PROJECT TYPE
Equipment

LOCATION
Fleet Building

PROJECT DESCRIPTION
Air compressors are part of a system that supplies air to the service bays for operating air tools and equipment and for tire inflation. The air compressors are reaching the end of their useful life. Annual repair expenses and downtime are increasing.

USEFUL LIFE
15 to 20 years

TIMETABLE
Project to be completed in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**70,000**	**-**	**-**	**70,000**
Transfer from General Fund	-	-	70,000	-	-	70,000
Funding Uses	**-**	**-**	**70,000**	**-**	**-**	**70,000**
Machinery & Equipment Repl	-	-	70,000	-	-	70,000

Fleet Garage Floor Top-Coat

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Fleet Building

PROJECT DESCRIPTION
Provide top-coat application to the concrete floor in all bay areas to protect and extend the working life of the garage floor. Dropped tools, spills and the weight of vehicles combine to destroy, split and crack the concrete surface over time.

USEFUL LIFE
10 to 15 years

TIMETABLE
Project to be completed in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**300,000**	**-**	**-**	**300,000**
Transfer from General Fund	-	-	300,000	-	-	300,000
Funding Uses	**-**	**-**	**300,000**	**-**	**-**	**300,000**
Alt to Facility or Office	-	-	300,000	-	-	300,000

General Vehicle Replacement

DEPARTMENT
General Services

PROJECT TYPE
Vehicles

LOCATION
Countywide

PROJECT DESCRIPTION
As the County's fleet ages, vehicle replacement is required. The yearly budgeted amounts go directly to replacing County vehicles.

USEFUL LIFE
7 to 10 years

TIMETABLE
Annual purchase of vehicles.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**320,000**	**320,000**	**330,000**	**340,000**	**340,000**	**1,650,000**
Transfer from General Fund	320,000	320,000	330,000	340,000	340,000	1,650,000
Funding Uses	**320,000**	**320,000**	**330,000**	**340,000**	**340,000**	**1,650,000**
Motor Vehicle & Equipment Repl	320,000	320,000	330,000	340,000	340,000	1,650,000

Human Services Complex Boiler Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Human Services Complex

PROJECT DESCRIPTION
Replace the water heat boiler for the Human Services Complex. The current boiler has been re-tubed once and has reached life expectancy for this type boiler.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**55,000**	**-**	**55,000**
Transfer from General Fund	-	-	-	55,000	-	55,000
Funding Uses	**-**	**-**	**-**	**55,000**	**-**	**55,000**
Building Accessory Equip Repl	-	-	-	55,000	-	55,000

Museum Development

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Old Clerk Building

PROJECT DESCRIPTION
Conduct architectural/engineering study to evaluate this facility and determine the basic renovations/updates necessary to repurpose it for use as a historic museum. This building will be vacated in FY19 (Year 1) when the Finance and Management Services department is relocated to the renovated Circuit Court Building.

USEFUL LIFE
25 years

TIMETABLE
Study to be completed in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**500,000**	**-**	**-**	**-**	**500,000**
Transfer from General Fund	-	500,000	-	-	-	500,000
Funding Uses	**-**	**500,000**	**-**	**-**	**-**	**500,000**
Engineering & Architect Svcs	-	500,000	-	-	-	500,000

Parks & Rec Window Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Parks & Recreation Maintenance Facility

PROJECT DESCRIPTION
Replace original, single pane windows installed in 1974 with energy efficient replacements. Current windows are difficult to operate and in poor condition.

USEFUL LIFE
25 years

TIMETABLE
Project to be completed in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**65,000**	**-**	**-**	**65,000**
Transfer from General Fund	-	-	65,000	-	-	65,000
Funding Uses	**-**	**-**	**65,000**	**-**	**-**	**65,000**
Alt to Facility or Office	-	-	65,000	-	-	65,000

Taylor Complex Paving & Repairs

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Taylor Complex

PROJECT DESCRIPTION
Repair and repave Taylor Complex Lane from Rt. 54 to the gate at the Animal Control building as well as the Animal Control, Parks & Recreation and Virginia Cooperative Extension parking lots. Existing surfaces have aged and are failing in some areas.

USEFUL LIFE
10 to 15 years

TIMETABLE
Project to be completed in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**85,000**	**-**	**-**	**-**	**-**	**85,000**
Transfer from General Fund	85,000	-	-	-	-	85,000
Funding Uses	**85,000**	**-**	**-**	**-**	**-**	**85,000**
Alterations to Grounds	85,000	-	-	-	-	85,000

Vaughan-Bradley Roof Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Vaughan-Bradley Building

PROJECT DESCRIPTION
The Vaughan-Bradley building has a 20-year old ballasted roof system that has received repairs in areas of heavy traffic due to communication and HVAC equipment installation. The roof will soon be at the end of its useful life and will be replaced with the same type of ethylene propylene diene monomer (EPDM) material. Roof gutters will also be relined with EPDM as part of the total roof replacement.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**135,000**	**135,000**
Transfer from General Fund	-	-	-	-	135,000	135,000
Funding Uses	**-**	**-**	**-**	**-**	**135,000**	**135,000**
Alt to Facility or Office	-	-	-	-	135,000	135,000

Wickham Annex Renovations

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Wickham Annex

PROJECT DESCRIPTION
Renovate the Wickham Annex to house selected departments. The work will include upgrades for electrical, plumbing, HVAC, roof systems and related work. This project will complete the space plan renovations projects identified in FY16.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**1,200,000**	**1,200,000**
Transfer from General Fund	-	-	-	-	1,200,000	1,200,000
Funding Uses	**-**	**-**	**-**	**-**	**1,200,000**	**1,200,000**
Construction	-	-	-	-	1,200,000	1,200,000

Wickham Renovations

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

LOCATION
Wickham Building

PROJECT DESCRIPTION
Renovate the multi-story front section of the Wickham Building. The work will include HVAC, plumbing, electrical, mechanical and layout renovations to bring this section of the building up to current standards. When completed, this building will house the complete Information Technology (IT) department on the first and second floors, including the central IT equipment room. The renovated basement will consist of dedicated meeting and training spaces.

USEFUL LIFE
25 years

TIMETABLE
Renovations in FY21 (Year 3) - FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**700,000**	**5,300,000**	**-**	**6,000,000**
Bond Proceeds	-	-	700,000	5,300,000	-	6,000,000
Funding Uses	**-**	**-**	**700,000**	**5,300,000**	**-**	**6,000,000**
Construction	-	-	700,000	5,300,000	-	6,000,000

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Reserve for Future Roadway Improvements

DEPARTMENT
Public Works

PROJECT TYPE
Roads & Public Works

LOCATION
Various

PROJECT DESCRIPTION
Hanover County relies heavily on state and federal funding to address its transportation needs. Previous processes were formula based, which provided a reliable funding stream. Over time, however, the processes for allocating funding from these sources has evolved to be based more on state obligations for problems and planned roads. This has resulted in greater uncertainty in terms of funding, making it difficult to adequately plan for future road project needs. Processes such as the Commonwealth's SMART SCALE prioritize state funds for their top transportation needs but make local budget planning more speculative. Staff continues to pursue funding from all available sources for projects based on the Board's adopted Transportation Policy. The County maintains a Candidate Project List that prioritizes projected road needs and is annually reviewed and updated by the Roads Committee. Funding in the first year of the CIP is detailed out by project, whereas the out-years are estimates of potential grants which will be identified over time. Only projects receiving new funding are identified in the CIP. For a list of existing funded projects, consult the Road Project Status Report provided to the Board of Supervisors.

Projects receiving new funding:
• Atlee Station Road Widening Phase I - Widen from two to four lanes from Warren Ave. to Kings Charter Dr.
• Pole Green Road Widening - Widen from two to four lanes from Bell Creek Rd. to Rural Point Rd.
• Sliding Hill Road Widening - Widen from two to four lanes from Atlee Station Rd. to New Ashcake Rd.
• Rt. 360/Lee Davis Rd. Intersection - Widen Rt. 360 to eight lanes and expand intersection with Lee Davis Rd.
• Roadway Contingencies - A contingency fund to enable receipt of state funding for secondary roads or other sources that can be used to fund various minor adjustments in project budgets.

USEFUL LIFE
N/A

TIMETABLE
Continuous improvements beginning in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**2,250,000**	**4,513,690**	**10,690,000**	**11,690,000**	**14,800,765**	**43,944,455**
Fed FHWA Grant	-	2,210,952	2,952,000	2,952,000	10,850,765	18,965,717
State VDOT	500,000	1,052,738	5,238,000	6,238,000	950,000	13,978,738
Traffic Contribution	1,000,000	500,000	1,500,000	1,500,000	1,000,000	5,500,000
Transfer from General Fund	750,000	750,000	1,000,000	1,000,000	2,000,000	5,500,000
Funding Uses	**2,250,000**	**4,513,690**	**10,690,000**	**11,690,000**	**14,800,765**	**43,944,455**
Roadway Mgmt Projects	2,250,000	4,513,690	10,690,000	11,690,000	14,800,765	43,944,455

FY19 Roadway Project Summary

The table below shows all of the projects slated for funding with FY19 funds.

	Prior Expenditures	Remaining Allocation	FY19 (Year 1)	Future Funding	Total
Pole Green Widening	**-**	**720,000**	**1,250,000**	**14,750,000**	**16,720,000**
Categorical Federal Aid	-	576,000	-	4,800,000	5,376,000
Categorical State Aid	-	144,000	-	6,200,000	6,344,000
General Fund	-	-	750,000	3,750,000	4,500,000
Proffers	-	-	500,000	-	500,000
Roadway Contingencies	**-**	**-**	**1,000,000**	**-**	**1,000,000**
Categorical State Aid	-	-	500,000	-	500,000
General Fund	-	-	-	-	-
Proffers	-	-	500,000	-	500,000
Use of Fund Balance	-	-	-	-	-

Total FY19	**2,250,000**
Categorical Federal Aid	-
Categorical State Aid	500,000
General Fund	750,000
Proffers	1,000,000
Use of Fund Balance	-

Stormwater Program

DEPARTMENT
Public Works

PROJECT TYPE
Roads & Public Works

LOCATION
Countywide for MS4 Permit Compliance; Suburban Service Area for nutrient reductions.

PROJECT DESCRIPTION
This program includes projects for nutrient reductions as well as projects that assist the County in meeting the requirements of the State's Municipal Separate Storm Sewer System (MS4) General Permit.

Stream restorations, stormwater pond upgrades and other nutrient reducing projects will be completed through FY20 (Year 2) to meet the County's Chesapeake Bay Total Maximum Daily Load (TMDL) stormwater requirements, protect the environment and solve local erosion problems. Project locations are reviewed and initiated based on nutrient reductions and cost efficiency in conjunction with community benefit. This portion of the Stormwater Program includes funding through unappropriated fund balances related to fees from development prior to July 1, 2014.

A special condition in the State's MS4 General Permit requires the County to develop and implement a Chesapeake Bay TMDL action plan to reduce pollutants discharged from the County's public storm sewer system. The Chesapeake Bay TMDL is designed to improve water quality in the Chesapeake Bay watershed. Localities in the Bay watershed with MS4 permits like Hanover are mandated to reduce pollutants from previously developed lands as a condition of their permit. The State requires localities to address 5% of the required reduction in the first 5-year permit cycle (FY14-FY18), 35% in the second 5-year cycle (FY19-FY23) and the remaining 60% reductions in the third 5-year cycle (FY24-FY28). This project includes modifying and upgrading stormwater facilities to reduce sediment, phosphorus and nitrogen. At this time, the County is developing a plan which focuses on building projects that fix existing local problems and meet regulatory requirements. The General Fund dollars are intended to address projected needs in the second permit cycle and beyond.

USEFUL LIFE
N/A

TIMETABLE
Nutrient reduction projects in FY19 (Year 1) and FY20. Second permit cycle projects beginning in FY19 for MS4 General Permit requirements.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

Stormwater Program

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,180,000**	**731,180**	**900,000**	**1,000,000**	**1,000,000**	**4,811,180**
Categorical State Aid	590,000	365,590	450,000	500,000	500,000	2,405,590
FBA CIP Stormwater PYB	440,000	165,590	-	-	-	605,590
Transfer from General Fund	150,000	200,000	200,000	250,000	500,000	1,300,000
Transfer In FBA Stormwater	-	-	250,000	250,000	-	500,000
Funding Uses	**1,180,000**	**731,180**	**900,000**	**1,000,000**	**1,000,000**	**4,811,180**
Stormwater Management Projects	1,180,000	731,180	900,000	1,000,000	1,000,000	4,811,180

Solid Waste Equipment Replacement

DEPARTMENT
Public Works Operations

PROJECT TYPE
Equipment

LOCATION
Convenience Centers & Transfer Station

PROJECT DESCRIPTION
Purchase replacement equipment to handle solid waste at the County Convenience Centers, County Transfer Station and Waste-to-Compost (WTC). This project is necessary to maintain a viable fleet of solid waste handling equipment. Aging equipment will be taken out of service and replaced with more modern and reliable equipment. Acquisition of new equipment will provide for more efficient operations with less maintenance and repair downtime.

USEFUL LIFE
Varies by equipment: Hooklift Truck - 15 Years, Wheeled Loader - 20 Years, Road Tractor - 25 Years, Roll-off Trailer - 30 Years, Scales - 40 Years

TIMETABLE
FY19 (Year 1) - Wheeled Loader ; FY20 - Roll-off Trailer; FY21 - Road Tractor; FY22 - Scales and Hooklift Truck; FY23 - Road Tractor

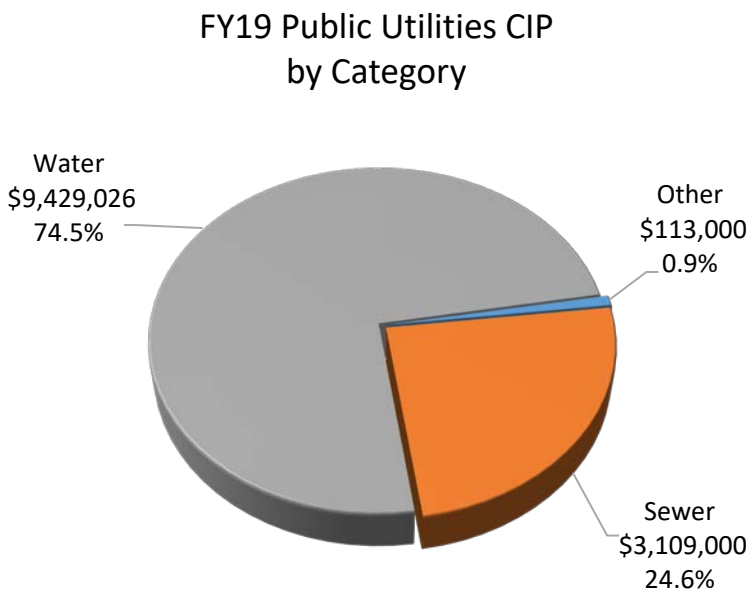
OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**220,000**	**50,000**	**148,200**	**201,160**	**154,200**	**773,560**
Transfer from General Fund	220,000	50,000	148,200	201,160	154,200	773,560
Funding Uses	**220,000**	**50,000**	**148,200**	**201,160**	**154,200**	**773,560**
Machinery & Equipment Repl	220,000	50,000	148,200	201,160	154,200	773,560

Public Utilities CIP Fund Summary

FY19-FY23 CIP - Public Utilities: Category by Project Type

	Equipment	Utility Infrastructure	Utility Service Agreement	Grand Total
PU CIP Other	991,000	1,073,000	-	**2,064,000**
PU CIP Sewer	70,000	31,752,000	-	**31,822,000**
PU CIP Water	-	26,063,950	25,314,406	**51,378,356**
Grand Total	**1,061,000**	**58,888,950**	**25,314,406**	**85,264,356**



Abbreviations

The following abbreviations are used within the project pages of the Public Utilities CIP.

FMP - Facilities Master Plan: Any project that is part of Public Utilities Facilities Master Plan is indicated as FMP and then the project reference number. Example: FMP W (Water) 34.
MG - Million gallon
MGD - Million gallons per day
PS - Pump Station
SCADA - Supervisory Control and Data Acquisition
SG - Switch Gear
STP - Sewage Treatment Plant
U/G - Underground
W/L - Waterline
WST - Water Storage Tank
WTP - Water Treatment Plant
WWTP - Wastewater Treatment Plant
WWPS - Wastewater Pump Station

Project Locations

The following is a list of facilities referenced within the project pages of the Public Utilities CIP Fund.

Air Park Water Storage Tank and Pump Station
Ashland Wastewater Treatment Plant (AWWTP)
Beaverdam Wastewater Pump Station (BWWPS)
Best Products Wastewater Pump Station
Courthouse Sewage Treatment Plant (CHSTP)
Creighton Road Water Storage Tank
Doswell Wastewater Treatment Plant (DWWTP)
Doswell Water Storage Tank and Pump Station
Doswell Water Treatment Plant (DWTP)
Georgetown Well House
Harris Court Water Storage Tank and Pump Station
Jackson Avenue Water Storage Tank
James T. Bruce Operations Center
Lee Davis Road Wastewater Pump Station
Mechumps Creek Wastewater Pump Station
Middle Chickahominy Wastewater Pump Station
Pleasant Street Water Storage Tank and Pump Station
Quarles Road Water Storage Tank and Pump Station
Shelton Pointe Force Main
Shelton Pointe Wastewater Pump Station
Sledd Run #1 Wastewater Pump Station
Sliding Hill Wastewater Pump Station
Totopotomoy Wastewater Treatment Plant (TWWTP)

Bruce Center New Bay

DEPARTMENT
PU CIP Other

PROJECT TYPE
Utility Infrastructure

LOCATION
James T. Bruce Operations Center

PROJECT DESCRIPTION
This project is for the construction of additional bays for vehicle and equipment storage at the Bruce Operations Center.

USEFUL LIFE
50 years

TIMETABLE
Design and construction in FY23 (Year 5).

OPERATING IMPACT
Anticipated operating impact of $5,000 per year beginning in FY24.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**960,000**	**960,000**
Transfer from Public Utilities	-	-	-	-	960,000	960,000
Funding Uses	**-**	**-**	**-**	**-**	**960,000**	**960,000**
Alt to Facility or Office	-	-	-	-	864,000	864,000
Professional Services	-	-	-	-	96,000	96,000

Bruce Center Painting & Carpet Replacement

DEPARTMENT
PU CIP Other

PROJECT TYPE
Utility Infrastructure

LOCATION
James T. Bruce Operations Center

PROJECT DESCRIPTION
The Bruce Operations Center is a heavily used facility and has been in operation since 2002. Consequently, the facility needs to have the interior repainted and the carpet replaced.

USEFUL LIFE
10 to 15 years

TIMETABLE
Improvements to be completed in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**113,000**	**-**	**-**	**-**	**-**	**113,000**
Transfer from Public Utilities	113,000	-	-	-	-	113,000
Funding Uses	**113,000**	**-**	**-**	**-**	**-**	**113,000**
Alt to Facility or Office	113,000	-	-	-	-	113,000

Maintenance Equipment Replacement

DEPARTMENT
PU CIP Other

PROJECT TYPE
Equipment

LOCATION
James T. Bruce Operations Center

PROJECT DESCRIPTION
Replacement of lab discreet analyzer (FY20 - Year 2), and new portable 6" bypass pump (FY22), sewer easement CCTV system (FY23).

USEFUL LIFE
10 to 20 years

TIMETABLE
Equipment purchase in FY20, FY22 & FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**60,000**	**-**	**71,000**	**115,000**	**246,000**
Transfer from Public Utilities	-	60,000	-	71,000	115,000	246,000
Funding Uses	**-**	**60,000**	**-**	**71,000**	**115,000**	**246,000**
Machinery & Equipment Addtl	-	-	-	71,000	115,000	186,000
Machinery & Equipment Repl	-	60,000	-	-	-	60,000

Maintenance Vehicle Replacement

DEPARTMENT
PU CIP Other

PROJECT TYPE
Equipment

LOCATION
N/A

PROJECT DESCRIPTION
Purchase of maintenance vehicles. FY20 (Year 2) - New Utility Body Truck ($62k) & Replace Vac Trailer ($157k); FY21 - Replace Backhoe ($146k); FY22 - Replace Dump Truck ($180k); FY23 - Replace Construction Utility Body Diesel Truck ($120k) & Replace Utility Body Truck ($80k).

USEFUL LIFE
5 to 10 years

TIMETABLE
Purchase vehicles FY20, FY21, FY22 & FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**219,000**	**146,000**	**180,000**	**200,000**	**745,000**
Transfer from Public Utilities	-	219,000	146,000	180,000	200,000	745,000
Funding Uses	**-**	**219,000**	**146,000**	**180,000**	**200,000**	**745,000**
Machinery & Equipment Addtl	-	62,000	-	-	-	62,000
Machinery & Equipment Repl	-	157,000	146,000	180,000	200,000	683,000

Ashland Sewerline Rehabilitation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

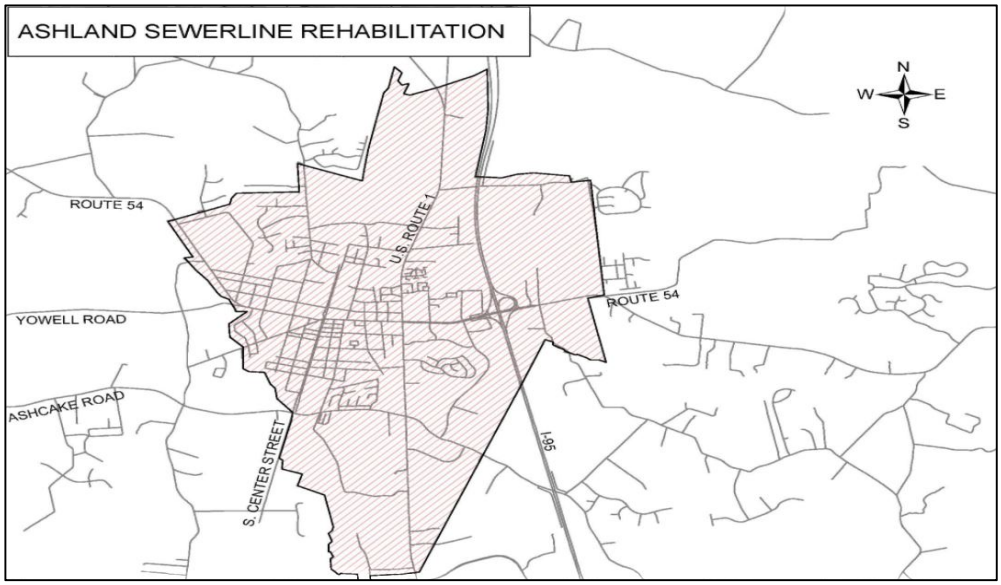
LOCATION
Town of Ashland and areas in the County near Ashland

PROJECT DESCRIPTION
This project provides for two phases of sewerline rehabilitation within the Ashland Wastewater Treatment Plant drainage basin. This project consists of sewerline, lateral and manhole rehabilitation and replacement. These repairs are needed to correct structural defects in the sewer pipes and to reduce the volume of inflow and infiltration to the sanitary sewer system. Phase 1 design was funded in FY18.

USEFUL LIFE
50 years

TIMETABLE
Phase 1 Construction in FY19 (Year 1); Phase 2 Design in FY22, Construction in FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**740,000**	**-**	**-**	**200,000**	**800,000**	**1,740,000**
Transfer from Public Utilities	740,000	-	-	200,000	800,000	1,740,000
Funding Uses	**740,000**	**-**	**-**	**200,000**	**800,000**	**1,740,000**
Professional Services	-	-	-	200,000	-	200,000
Utilities Infrastruct Improve	740,000	-	-	-	800,000	1,540,000

AWWTP Clarifier Isolation Valves Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of both clarifier isolation valves. The valves are difficult to open/close because of age and do not seal tightly.

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**98,000**	**-**	**-**	**-**	**98,000**
Transfer from Public Utilities	-	98,000	-	-	-	98,000
Funding Uses	**-**	**98,000**	**-**	**-**	**-**	**98,000**
Professional Services	-	15,000	-	-	-	15,000
Utilities Infrastruct Improve	-	83,000	-	-	-	83,000

AWWTP Clarifier Weir Covers

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the installation of "walkable" clarifier weir covers over the existing clarifier weir/troughs to reduce algae accumulation.

USEFUL LIFE
25 years

TIMETABLE
Construction in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**313,000**	**-**	**-**	**313,000**
Transfer from Public Utilities	-	-	313,000	-	-	313,000
Funding Uses	**-**	**-**	**313,000**	**-**	**-**	**313,000**
Utilities Infrastruct Improve	-	-	313,000	-	-	313,000

AWWTP Motor Control Center Equip Rehab

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of all MCC components in the blower building as they have reached the end of their useful life.

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**108,000**	**-**	**108,000**
Transfer from Public Utilities	-	-	-	108,000	-	108,000
Funding Uses	**-**	**-**	**-**	**108,000**	**-**	**108,000**
Professional Services	-	-	-	15,000	-	15,000
Utilities Infrastruct Improve	-	-	-	93,000	-	93,000

AWWTP Recycle PS Rehab

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of two 7.5HP pumps, rail system, and other equipment as the existing equipment has reached the end of its useful life (25 years).

USEFUL LIFE
25 years

TIMETABLE
Design and construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**98,000**	**-**	**98,000**
Transfer from Public Utilities	-	-	-	98,000	-	98,000
Funding Uses	**-**	**-**	**-**	**98,000**	**-**	**98,000**
Professional Services	-	-	-	17,000	-	17,000
Utilities Infrastruct Improve	-	-	-	81,000	-	81,000

AWWTP Step Screen & Wash Press

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the existing auger system, which will have reached the end of its useful life, with a new more effective step screen/wash press, and the auger system.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**474,000**	**-**	**-**	**474,000**
Transfer from Public Utilities	-	-	474,000	-	-	474,000
Funding Uses	**-**	**-**	**474,000**	**-**	**-**	**474,000**
Professional Services	-	-	62,000	-	-	62,000
Utilities Infrastruct Improve	-	-	412,000	-	-	412,000

AWWTP Switch Gear Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the plant's main power supply switch gear located at the blower building. The existing equipment has been in service since 1991 and will have reached the end of its useful life.

USEFUL LIFE
25 to 30 years

TIMETABLE
Design and construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**81,000**	**-**	**-**	**-**	**81,000**
Transfer from Public Utilities	-	81,000	-	-	-	81,000
Funding Uses	**-**	**81,000**	**-**	**-**	**-**	**81,000**
Professional Services	-	10,000	-	-	-	10,000
Utilities Infrastruct Improve	-	71,000	-	-	-	71,000

Best Products WWPS Rehabilitation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Best Products Wastewater Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Best Products Wastewater Pump Station which was constructed in 1977 and has not undergone a major rehabilitation.

USEFUL LIFE
5 to 35 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**247,000**	**-**	**-**	**-**	**-**	**247,000**
Transfer from Public Utilities	247,000	-	-	-	-	247,000
Funding Uses	**247,000**	**-**	**-**	**-**	**-**	**247,000**
Professional Services	36,000	-	-	-	-	36,000
Utilities Infrastruct Improve	211,000	-	-	-	-	211,000

BWWPS Asphalt Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Beaverdam Wastewater Pump Station

PROJECT DESCRIPTION
The existing pump station asphalt is deteriorating and will reach the end of its useful life. This project includes the replacement of the existing asphalt driveway and parking area.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**77,000**	**-**	**-**	**77,000**
Transfer from Public Utilities	-	-	77,000	-	-	77,000
Funding Uses	**-**	**-**	**77,000**	**-**	**-**	**77,000**
Utilities Infrastruct Improve	-	-	77,000	-	-	77,000

BWWPS Grinder Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Beaverdam Wastewater Pump Station

PROJECT DESCRIPTION
The project provides for the replacement of the two existing influent grinders. The grinders will be over 20 years old. Both have been rebuilt and have reached the end of their useful lives.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**221,000**	**-**	**-**	**-**	**-**	**221,000**
Transfer from Public Utilities	221,000	-	-	-	-	221,000
Funding Uses	**221,000**	**-**	**-**	**-**	**-**	**221,000**
Professional Services	24,000	-	-	-	-	24,000
Utilities Infrastruct Improve	197,000	-	-	-	-	197,000

BWWPS Pump Removal Improvements

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Beaverdam Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the installation of a pump removal crane system at the lower floor level of the pump station to facilitate removal of three large wastewater pumps.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Transfer from Public Utilities	100,000	-	-	-	-	100,000
Funding Uses	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Professional Services	16,000	-	-	-	-	16,000
Utilities Infrastruct Improve	84,000	-	-	-	-	84,000

CHSTP Generator & Auto Transfer Switch Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Courthouse Sewage Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the backup generator and associated automatic transfer switch along with the replacement of the concrete slab and deck structure. The generator was installed in 1998.

USEFUL LIFE
25 years

TIMETABLE
Construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**183,000**	**-**	**-**	**-**	**183,000**
Transfer from Public Utilities	-	183,000	-	-	-	183,000
Funding Uses	**-**	**183,000**	**-**	**-**	**-**	**183,000**
Utilities Infrastruct Improve	-	183,000	-	-	-	183,000

CHSTP UV Disinfection System Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Courthouse Sewage Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the ultraviolet (UV) disinfection system. The existing equipment was installed and placed in service in 1997 and has reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**134,000**	**-**	**-**	**-**	**-**	**134,000**
Transfer from Public Utilities	134,000	-	-	-	-	134,000
Funding Uses	**134,000**	**-**	**-**	**-**	**-**	**134,000**
Professional Services	13,000	-	-	-	-	13,000
Utilities Infrastruct Improve	121,000	-	-	-	-	121,000

Courthouse WWPS & Force Main

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

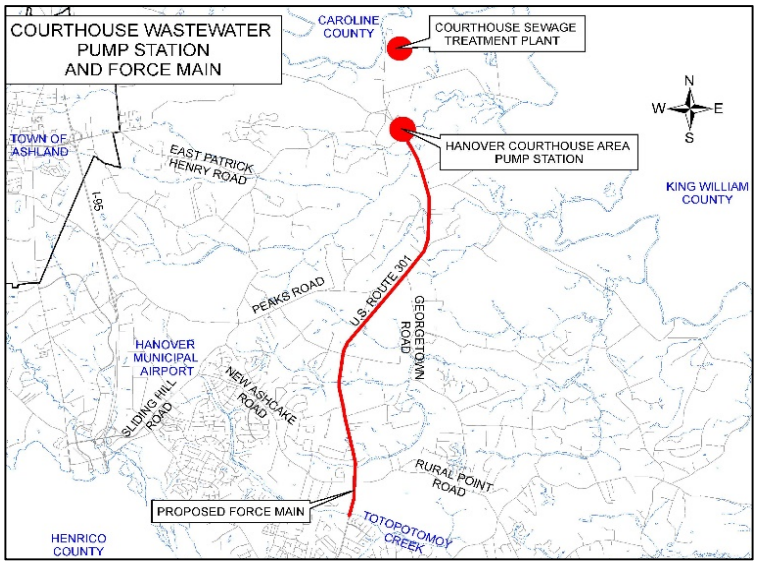
LOCATION
Wastewater pump station near current Hanover Courthouse Area Pump Station which is south of the Hanover County Government Center along Route 301. Force main is from this pump station along Route 301 to the interceptor sewer located at Totopotomoy Creek.

PROJECT DESCRIPTION
The project provides for the FY22 (Year 4) design, land and easement acquisition and the FY24 construction of a new wastewater pump station with an ultimate capacity of 8-12 MGD and approximately 37,000' of 24" force main. It also includes the abandonment of the existing Hanover Courthouse Sewage Treatment Plant. This project is part of a series of projects that will increase sewage capacity to the Planned Business Area through which Hickory Hill Road passes and the Doswell area.

USEFUL LIFE
5 to 50 years

TIMETABLE
Design and easement acquisition in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**5,150,000**	**-**	**5,150,000**
Transfer from Public Utilities	-	-	-	5,150,000	-	5,150,000
Funding Uses	**-**	**-**	**-**	**5,150,000**	**-**	**5,150,000**
Land Purch & Development	-	-	-	3,296,000	-	3,296,000
Addtl Professional Services	-	-	-	1,854,000	-	1,854,000

Doswell Offload WWPS #2 & Force Main

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

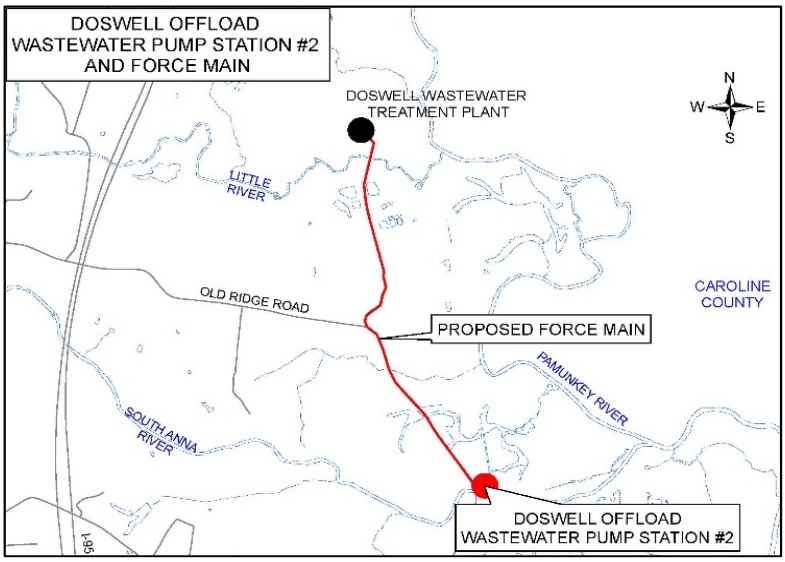
LOCATION
Wastewater pump station near Old Ridge Road in the vicinity of the South Anna River.

PROJECT DESCRIPTION
This project will construct a new wastewater pump station with an ultimate capacity of 8-12 MGD and approximately 13,000' of 12" force main. Initially the pump station will pump to the Doswell Wastewater Treatment Plant. In the future, the station will be modified and it will pump to the Totopotomoy Wastewater Treatment Plant. This pump station is needed for the Planned Business Area shown in the Comprehensive Plan. The initial project will provide average sewer capacity of approximately 0.25 MGD.

USEFUL LIFE
5 to 50 years

TIMETABLE
Construction in FY20 (Year 2).

OPERATING IMPACT
Anticipated operating impact of $50,000 per year beginning in FY21.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**5,253,000**	**-**	**-**	**-**	**5,253,000**
Transfer from Public Utilities	-	5,253,000	-	-	-	5,253,000
Funding Uses	**-**	**5,253,000**	**-**	**-**	**-**	**5,253,000**
Utilities Infrastruct Construc	-	5,253,000	-	-	-	5,253,000
Operating Impact	**-**	**-**	**50,000**	**50,000**	**50,000**	**150,000**
Repair & Maintenance Services	-	-	50,000	50,000	50,000	150,000

DWWTP Aeration Basin Blowers Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the three existing aeration basin blowers and associated equipment. The existing blowers were installed in 1994 and have reached the end of their useful lives.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**275,000**	**-**	**-**	**-**	**-**	**275,000**
Transfer from Public Utilities	275,000	-	-	-	-	275,000
Funding Uses	**275,000**	**-**	**-**	**-**	**-**	**275,000**
Professional Services	36,000	-	-	-	-	36,000
Utilities Infrastruct Improve	239,000	-	-	-	-	239,000

DWWTP Belt Press Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the exisiting belt press as it will have reached the end of its useful life (installed in 1995).

USEFUL LIFE
20 to 25 years

TIMETABLE
Construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**553,000**	**-**	**553,000**
Transfer from Public Utilities	-	-	-	553,000	-	553,000
Funding Uses	**-**	**-**	**-**	**553,000**	**-**	**553,000**
Utilities Infrastruct Improve	-	-	-	553,000	-	553,000

DWWTP RAS Pump Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of existing return activated sludge (RAS) pumps as they will have reached the end of their useful life.

USEFUL LIFE
20 to 25 years

TIMETABLE
Construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**72,000**	**-**	**72,000**
Transfer from Public Utilities	-	-	-	72,000	-	72,000
Funding Uses	**-**	**-**	**-**	**72,000**	**-**	**72,000**
Utilities Infrastruct Improve	-	-	-	72,000	-	72,000

Lee-Davis WWPS Grinder Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Lee Davis Road Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the replacement of the exisiting grinder as it will have reached the end of its useful life (installed in 2002).

USEFUL LIFE
15 to 20 years

TIMETABLE
Construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**225,000**	**-**	**225,000**
Transfer from Public Utilities	-	-	-	225,000	-	225,000
Funding Uses	**-**	**-**	**-**	**225,000**	**-**	**225,000**
Utilities Infrastruct Improve	-	-	-	225,000	-	225,000

Lee-Davis WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Lee Davis Road Wastewater Pump Station

PROJECT DESCRIPTION
This project upgrades the capacity of the existing pump station from approximately 2 MGD to approximately 5 MGD.

USEFUL LIFE
5 to 20 years

TIMETABLE
Design in FY23 (Year 5).

OPERATING IMPACT
Anticipated operating impact of $5,000 per year beginning in FY25.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**100,000**	**100,000**
Transfer from Public Utilities	-	-	-	-	100,000	100,000
Funding Uses	**-**	**-**	**-**	**-**	**100,000**	**100,000**
Professional Services	-	-	-	-	100,000	100,000

Mechanicsville Sewer Rehabilitation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

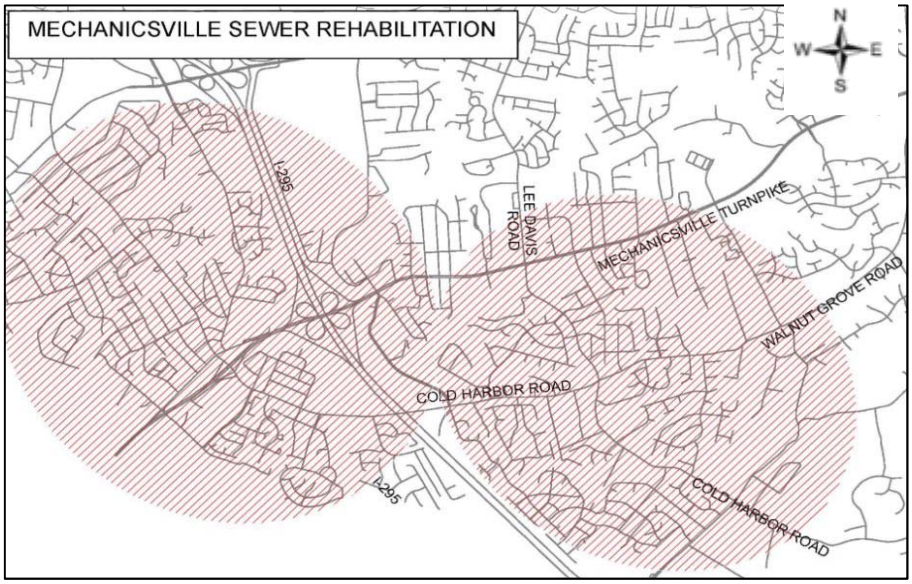
LOCATION
Mechanicsville

PROJECT DESCRIPTION
This project consists of sewerline, lateral and manhole rehabilitation and replacement to correct deficiencies and reduce inflow/infiltration.

USEFUL LIFE
50 years

TIMETABLE
Design in FY19 (Year 1); Construction in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**200,000**	**800,000**	**-**	**-**	**-**	**1,000,000**
Transfer from Public Utilities	200,000	800,000	-	-	-	1,000,000
Funding Uses	**200,000**	**800,000**	**-**	**-**	**-**	**1,000,000**
Professional Services	200,000	-	-	-	-	200,000
Utilities Infrastruct Improve	-	800,000	-	-	-	800,000

Mechumps Crk WWPS Force Main & Pump

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

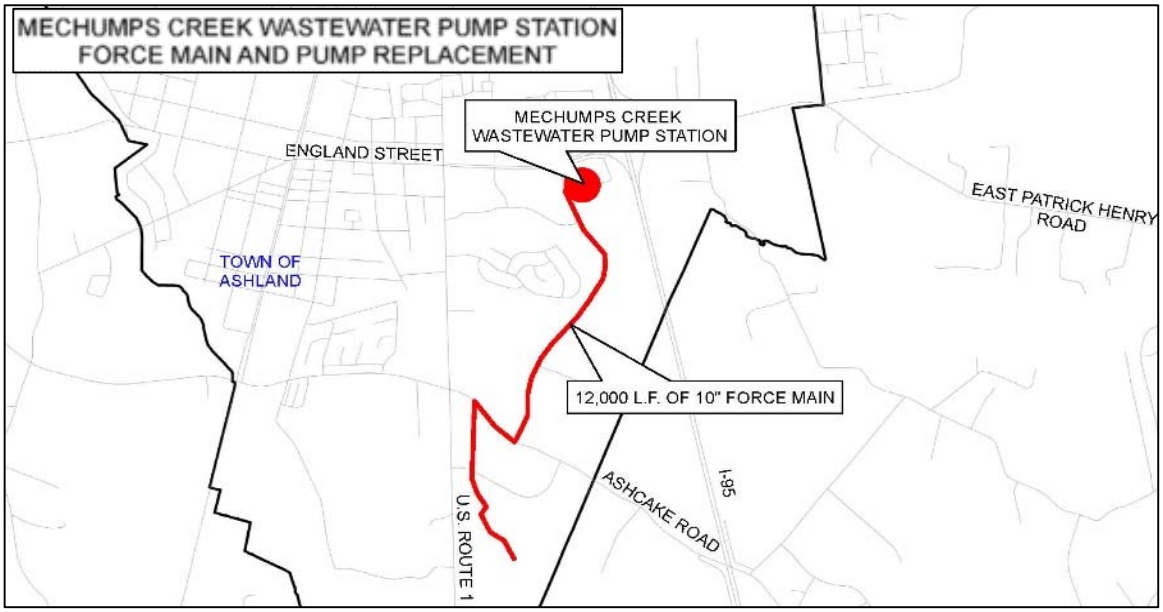
LOCATION
Existing Mechumps Creek Wastewater Pump Station. New force main is from Mechumps Creek Wastewater Pump Station to the south to the existing Lickinghole Creek Trunk Sewer.

PROJECT DESCRIPTION
This project provides for the FY20 (Year 2) construction of 12,000' of 10" force main beginning at the existing Mechumps Creek Wastewater Pump Station and extending south to the existing Lickinghole Creek Trunk Sewer. This project will allow wastewater to be diverted from the Ashland WWTP to the Totopotomoy WWTP. This project also provides for the replacement of the two dry pit submersible wastewater pumps and other miscellaneous improvements at the wastewater pump station.

USEFUL LIFE
5 to 50 years

TIMETABLE
Construction in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**2,343,000**	**-**	**-**	**-**	**2,343,000**
Transfer from Public Utilities	-	2,343,000	-	-	-	2,343,000
Funding Uses	**-**	**2,343,000**	**-**	**-**	**-**	**2,343,000**
Utilities Infrastruct Construc	-	2,343,000	-	-	-	2,343,000

Middle Chickahominy WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Middle Chickahominy Wastewater Pump Station

PROJECT DESCRIPTION
This project provides for the FY21 (Year 3) design and the FY22 construction of improvements to the Middle Chickahominy Pump Station to increase capacity to approximately 5.9 MGD.

USEFUL LIFE
5 to 20 years

TIMETABLE
Design in FY21; Construction in FY22.

OPERATING IMPACT
Anticipated operating impact of $5,000 per year beginning in FY23.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**100,000**	**1,000,000**	**-**	**1,100,000**
Transfer from Public Utilities	-	-	100,000	1,000,000	-	1,100,000
Funding Uses	**-**	**-**	**100,000**	**1,000,000**	**-**	**1,100,000**
Professional Services	-	-	100,000	-	-	100,000
Utilities Infrastruct Construc	-	-	-	1,000,000	-	1,000,000
Operating Impact	**-**	**-**	**-**	**-**	**5,000**	**5,000**
Repair & Maintenance Services	-	-	-	-	5,000	5,000

Shelton Pointe Force Main Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

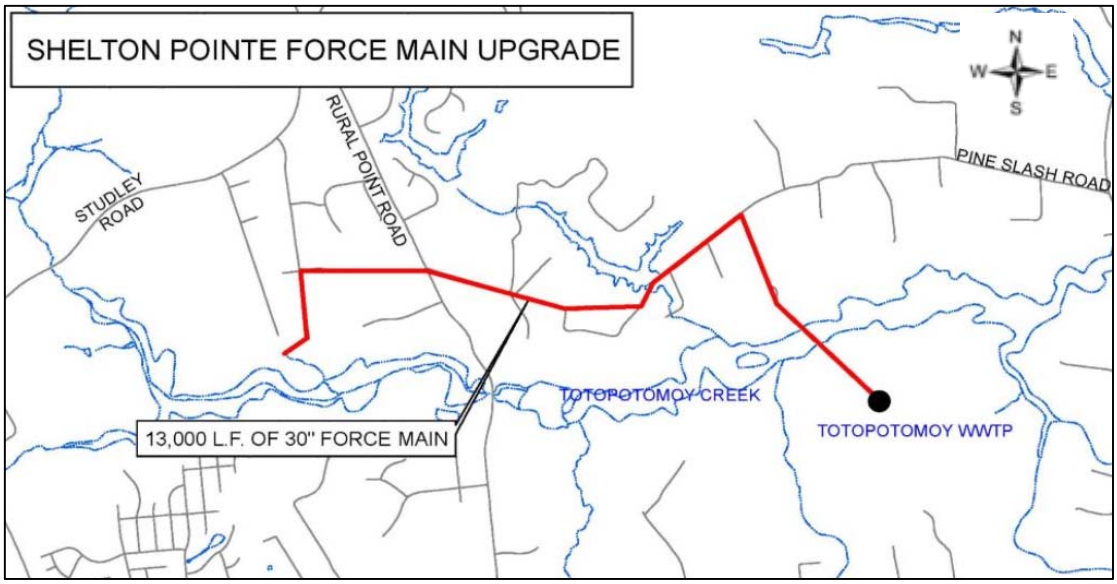
LOCATION
Shelton Pointe Force Main (FMP S66)

PROJECT DESCRIPTION
This project provides for the FY20 (Year 2) design and easement acquisition and the FY22 construction of 13,000' of 30" force main beginning at the Shelton Pointe Wastewater Pump Station and extending northeast to the Totopotomoy Wastewater Treatment Plant. This project will allow additional wastewater from Shelton Pointe Wastewater Pump Station to be conveyed to the Totopotomoy Wastewater Treatment

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY20;
Construction in FY22.

OPERATING IMPACT
Anticipated operating impact of $8,000 per year beginning in FY24.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**1,622,000**	**-**	**6,866,000**	**-**	**8,488,000**
Transfer from Public Utilities	-	1,622,000	-	6,866,000	-	8,488,000
Funding Uses	**-**	**1,622,000**	**-**	**6,866,000**	**-**	**8,488,000**
Land Purch & Development	-	649,000	-	-	-	649,000
Addtl Professional Services	-	973,000	-	-	-	973,000
Utilities Infrastruct Construc	-	-	-	6,866,000	-	6,866,000

Shelton Pointe WWPS Spare Pump

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Shelton Pointe Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the purchase of a spare third pump. This station has two installed pumps. This is a large volume pump station and pump replacement/repair typically takes 3-4 months. The spare pump will enhance reliability and can be installed permanently later when the capacity of the station is increased.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**101,000**	**-**	**-**	**-**	**101,000**
Transfer from Public Utilities	-	101,000	-	-	-	101,000
Funding Uses	**-**	**101,000**	**-**	**-**	**-**	**101,000**
Utilities Infrastruct Improve	-	101,000	-	-	-	101,000

Shelton Pointe WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Shelton Pointe Wastewater Pump Station

PROJECT DESCRIPTION
This project upgrades the capacity of the existing pump station from approximately 5 MGD to approximately 12 MGD.

USEFUL LIFE
5 to 20 years

TIMETABLE
Design and construction in FY23 (Year 5).

OPERATING IMPACT
Anticipated operating impact of $5,000 per year beginning in FY24.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**787,000**	**787,000**
Transfer from Public Utilities	-	-	-	-	787,000	787,000
Funding Uses	**-**	**-**	**-**	**-**	**787,000**	**787,000**
Professional Services	-	-	-	-	80,000	80,000
Utilities Infrastruct Construc	-	-	-	-	707,000	707,000

Sledd Run WWPS Generator Installation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Sledd Run #1 Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the purchase and installation of a new backup generator for Sledd Run #1 Wastewater Pump Station. This station has limited storage capacity making it susceptible to overflows. The generator will provide backup power which will improve reliability.

USEFUL LIFE
25 to 30 years

TIMETABLE
Construction in FY21 (Year 3).

OPERATING IMPACT
Anticipated operating impact of $5,000 per year beginning in FY22.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**80,000**	**-**	**-**	**80,000**
Transfer from Public Utilities	-	-	80,000	-	-	80,000
Funding Uses	**-**	**-**	**80,000**	**-**	**-**	**80,000**
Utilities Infrastruct Improve	-	-	80,000	-	-	80,000
Operating Impact	**-**	**-**	**-**	**5,000**	**5,000**	**10,000**
Repair & Maintenance Services	-	-	-	5,000	5,000	10,000

Sliding Hill WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Sliding Hill Wastewater Pump Station (FMP S47)

PROJECT DESCRIPTION
This project provides for the FY19 (Year 1) construction to replace the approximately 20 year old pumps and upgrade the pumping capacity of the Sliding Hill Wastewater Pump Station to meet future demands.

USEFUL LIFE
5 to 20 years

TIMETABLE
Construction in FY19.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**970,000**	**-**	**-**	**-**	**-**	**970,000**
Transfer from Public Utilities	970,000	-	-	-	-	970,000
Funding Uses	**970,000**	**-**	**-**	**-**	**-**	**970,000**
Utilities Infrastruct Construc	970,000	-	-	-	-	970,000

TWWTP Improvements

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Totopotomoy Wastewater Treatment Plant

PROJECT DESCRIPTION
This project will include the replacement of the nitrified recycle pumps in the remaining two treatment trains of the biological treatment facilities and the replacement of the blowers for the aerobic digesters. The new nitrified recycle pumps increase mechanical reliability and increase the recycle flow rate to optimize nutrient removal. The blowers for the aerobic digesters are reaching the end of their useful lives.

USEFUL LIFE
30 years

TIMETABLE
Design in FY19 (Year 1); Construction in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**222,000**	**886,000**	**-**	**-**	**-**	**1,108,000**
Transfer from Public Utilities	222,000	886,000	-	-	-	1,108,000
Funding Uses	**222,000**	**886,000**	**-**	**-**	**-**	**1,108,000**
Professional Services	222,000	-	-	-	-	222,000
Utilities Infrastruct Improve	-	886,000	-	-	-	886,000

TWWTP PLC 5 Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Equipment

LOCATION
Totopotomoy Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement and programming of the Programmable Logic Controller (PLC) 5.

USEFUL LIFE
10 to 15 years

TIMETABLE
Construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**70,000**	**-**	**-**	**-**	**70,000**
Transfer from Public Utilities	-	70,000	-	-	-	70,000
Funding Uses	**-**	**70,000**	**-**	**-**	**-**	**70,000**
Utilities Infrastruct Improve	-	70,000	-	-	-	70,000

TWWTP Scrubber Overhaul

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

LOCATION
Totopotomoy Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes an overhaul of the plant scrubber and associated equipment along with blower/motor replacement.

USEFUL LIFE
10 to 15 years

TIMETABLE
Design and construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**273,000**	**-**	**273,000**
Transfer from Public Utilities	-	-	-	273,000	-	273,000
Funding Uses	**-**	**-**	**-**	**273,000**	**-**	**273,000**
Professional Services	-	-	-	17,000	-	17,000
Utilities Infrastruct Improve	-	-	-	256,000	-	256,000

Air Park Water Tank Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Air Park Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Air Park Water Storage Tank.

USEFUL LIFE
15 to 50 years

TIMETABLE
Design in FY21 (Year 3); Construction in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**153,000**	**795,000**	**-**	**948,000**
Transfer from Public Utilities	-	-	153,000	795,000	-	948,000
Funding Uses	**-**	**-**	**153,000**	**795,000**	**-**	**948,000**
Professional Services	-	-	153,000	-	-	153,000
Utilities Infrastruct Improve	-	-	-	795,000	-	795,000

Air Park WST PS Upgrade & Generator Repl

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Air Park Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project includes the upgrade of existing 50HP pumps to 75HP pumps along with upgrade of associated electrical equipment. This project will also include replacement of the existing 250kW generator and automatic transfer switch.

USEFUL LIFE
20 to 30 years

TIMETABLE
Construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**499,000**	**-**	**-**	**-**	**-**	**499,000**
Transfer from Public Utilities	499,000	-	-	-	-	499,000
Funding Uses	**499,000**	**-**	**-**	**-**	**-**	**499,000**
Utilities Infrastruct Improve	499,000	-	-	-	-	499,000

Airport East WST, PS & W/L

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

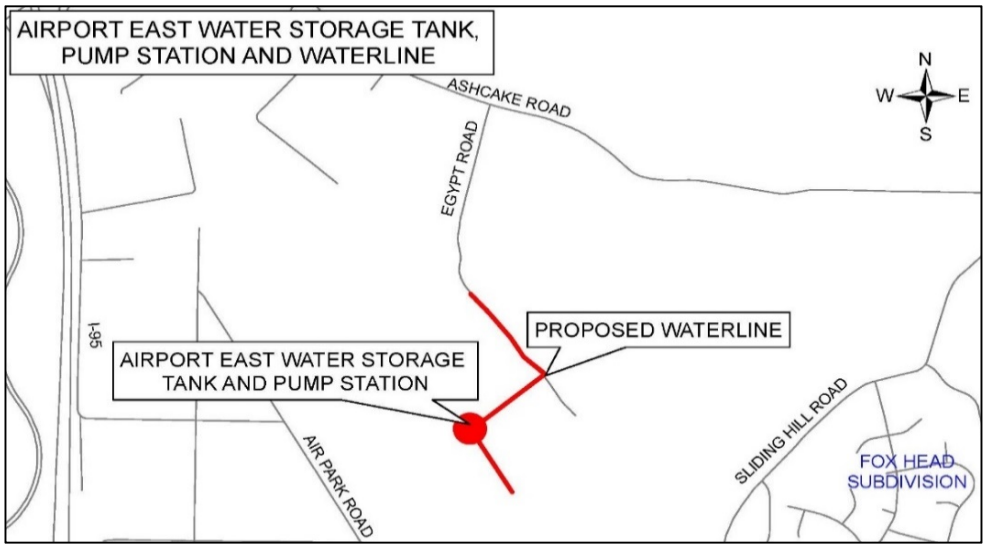
LOCATION
East side of Hanover Airport between the Hanover Airport Eastside Expansion and Egypt Road

PROJECT DESCRIPTION
This project provides for the construction of approximately 2,600' of 20" waterline and a 1 MG water storage tank and a pump station with an initial pumping capacity of approximately 3.5 MGD. The station will be designed so that its capacity can be increased in the future as needed. The tank and pump station are planned to be co-located on property of the Hanover County Airport. This project will improve firefighting capabilities for the eastside expansion of the airport and is needed to move water from the Mechanicsville pressure zone to the Ashland pressure zone.

USEFUL LIFE
5 to 50 years

TIMETABLE
Construction in FY19 (Year 1).

OPERATING IMPACT
Anticipated operating impact of $30,000 per year beginning in FY20.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**6,170,000**	**-**	**-**	**-**	**-**	**6,170,000**
Transfer from Public Utilities	6,170,000	-	-	-	-	6,170,000
Funding Uses	**6,170,000**	**-**	**-**	**-**	**-**	**6,170,000**
Utilities Infrastruct Construc	6,170,000	-	-	-	-	6,170,000
Operating Impact	**-**	**30,000**	**30,000**	**30,000**	**30,000**	**120,000**
Repair & Maintenance Services	-	30,000	30,000	30,000	30,000	120,000

Ashcake Road W/L Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

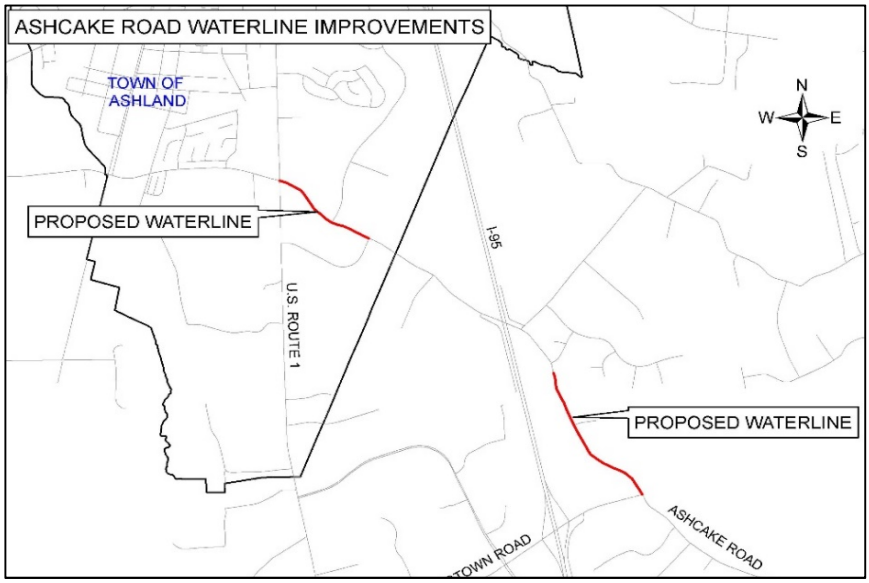
LOCATION
Rt. 1 to Dow Gil Rd; Heathpond Rd to Lewistown Rd (FMP W38 Modified)

PROJECT DESCRIPTION
This project provides for the FY22 (Year 4) design and easement acquisition and FY24 construction of approximately 2,600' of 20" waterline from Route 1 to Dow Gil Road and approximately 4,000' of 20" waterline from the vicinity of Heathpond Road to Lewistown Road. This project provides increased transmission capacity from the planned Airport East Tank and Pump Station.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**463,000**	**-**	**463,000**
Transfer from Public Utilities	-	-	-	463,000	-	463,000
Funding Uses	**-**	**-**	**-**	**463,000**	**-**	**463,000**
Land Purch & Development	-	-	-	185,000	-	185,000
Addtl Professional Services	-	-	-	278,000	-	278,000

Atlee Road W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

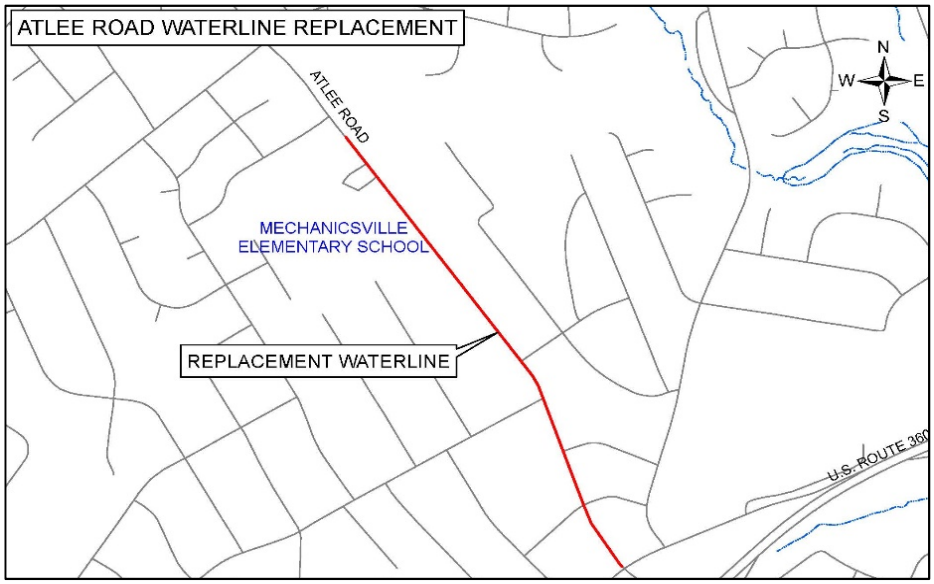
LOCATION
Atlee Road starting near vicinity of Mechanicsville Elementary School and ending near intersection with Mechanicsville Turnpike

PROJECT DESCRIPTION
This project provides for the replacement of approximately 3,700' of existing 12" waterline. The existing waterline is reaching the end of its useful life.

USEFUL LIFE
50 years

TIMETABLE
Design, easement acquisition and construction in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**1,064,000**	**1,064,000**
Transfer from Public Utilities	-	-	-	-	1,064,000	1,064,000
Funding Uses	**-**	**-**	**-**	**-**	**1,064,000**	**1,064,000**
Land Purch & Development	-	-	-	-	70,000	70,000
Addtl						
Professional Services	-	-	-	-	102,000	102,000
Utilities Infrastruct Improve	-	-	-	-	892,000	892,000

Cold Harbor Road W/L Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

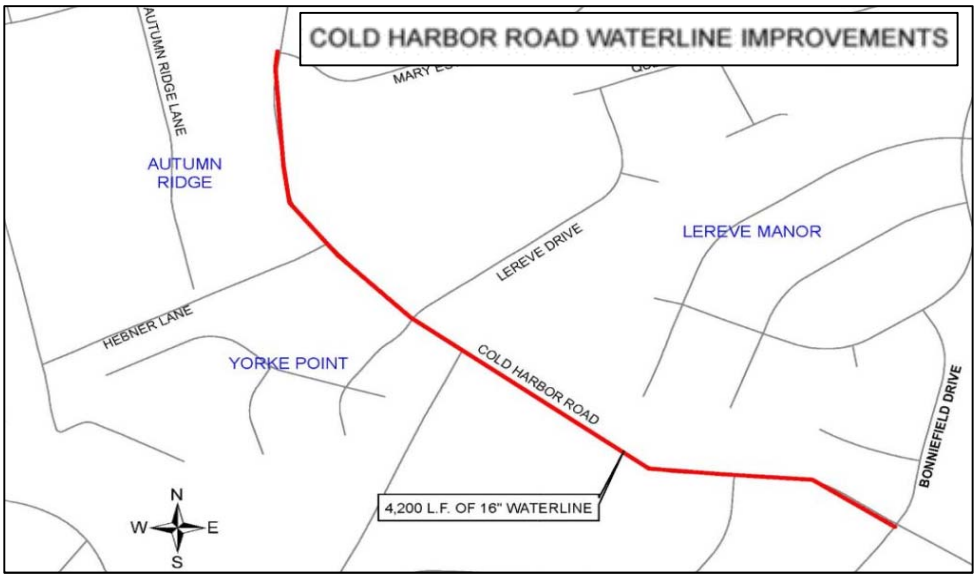
LOCATION
Along Cold Harbor Road from Mary Esther Lane to Bonniefield Drive

PROJECT DESCRIPTION
This project provides for the FY22 (Year 4) design and easement acquisition and the FY23 construction of 4,200' of 16" waterline along Cold Harbor Road from Mary Esther Lane to Bonniefield Drive.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY22;
Construction in FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**202,000**	**905,000**	**1,107,000**
Transfer from Public Utilities	-	-	-	202,000	905,000	1,107,000
Funding Uses	**-**	**-**	**-**	**202,000**	**905,000**	**1,107,000**
Land Purch & Development	-	-	-	80,000	-	80,000
Addtl Professional Services	-	-	-	122,000	-	122,000
Utilities Infrastruct Construc	-	-	-	-	905,000	905,000

Cold Harbor Road W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

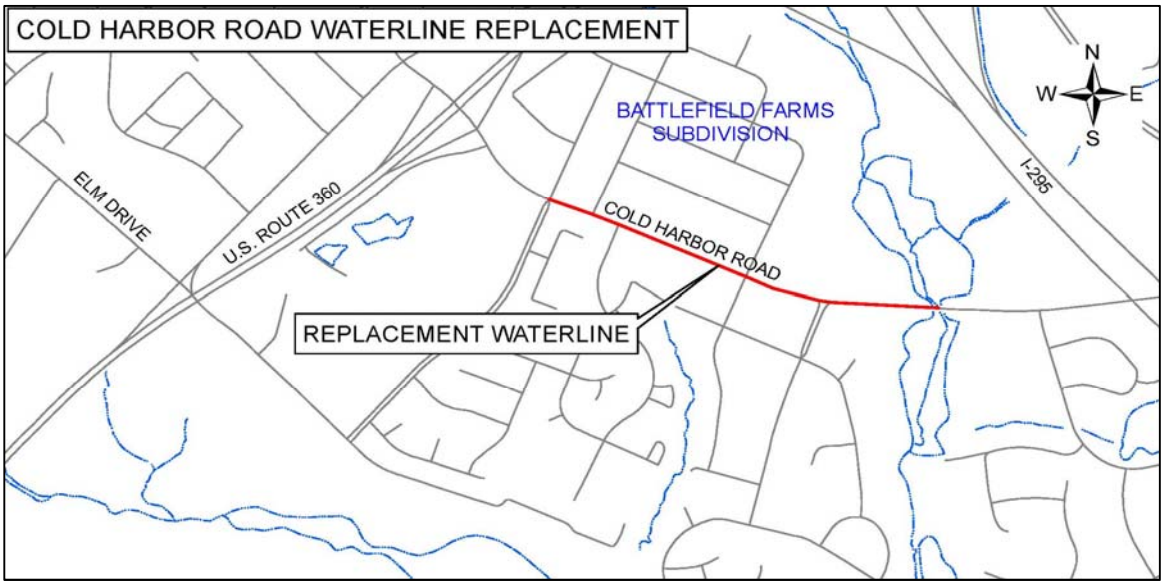
LOCATION
Cold Harbor Road starting near intersection with Stonewall Drive and ending near crossing of Beaverdam Creek

PROJECT DESCRIPTION
This project provides for the replacement of approximately 3,200' of existing 12" waterline. The existing waterline is reaching the end of its useful life.

USEFUL LIFE
50 years

TIMETABLE
Design, easement acquisition and construction in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**657,000**	**657,000**
Transfer from Public Utilities	-	-	-	-	657,000	657,000
Funding Uses	**-**	**-**	**-**	**-**	**657,000**	**657,000**
Land Purch & Development Addtl	-	-	-	-	5,000	5,000
Professional Services	-	-	-	-	65,000	65,000
Utilities Infrastruct Improve	-	-	-	-	587,000	587,000

Creighton Road WST Recoating & Rehab

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Creighton Road Water Storage Tank

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Creighton Road Water Storage Tank.

USEFUL LIFE
15 to 50 years

TIMETABLE
Design in FY21 (Year 3); Construction in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**264,000**	**500,000**	**-**	**764,000**
Transfer from Public Utilities	-	-	264,000	500,000	-	764,000
Funding Uses	**-**	**-**	**264,000**	**500,000**	**-**	**764,000**
Professional Services	-	-	264,000	-	-	264,000
Utilities Infrastruct Improve	-	-	-	500,000	-	500,000

Doswell WST & Pump St Generator Repl

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project includes the replacement of the existing 125kW generator and automatic transfer switch. This unit was installed in 1976 and will be at the end of its useful life.

USEFUL LIFE
25 to 30 years

TIMETABLE
Construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**98,000**	**-**	**-**	**-**	**98,000**
Transfer from Public Utilities	-	98,000	-	-	-	98,000
Funding Uses	**-**	**98,000**	**-**	**-**	**-**	**98,000**
Utilities Infrastruct Improve	-	98,000	-	-	-	98,000

DWTP Backwash Tank Rehab

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Water Treatment Plant

PROJECT DESCRIPTION
This project provides for the FY20 (Year 2) rehabilitation of the Doswell Water Treatment Plant Backwash Tank.

USEFUL LIFE
15 to 50 years

TIMETABLE
Construction in FY20.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**180,000**	**-**	**-**	**-**	**180,000**
Transfer from Public Utilities	-	180,000	-	-	-	180,000
Funding Uses	**-**	**180,000**	**-**	**-**	**-**	**180,000**
Utilities Infrastruct Improve	-	180,000	-	-	-	180,000

DWTP Chlorination Upgrades

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Water Treatment Plant

PROJECT DESCRIPTION
This project includes installing additional chlorination points prior to filtration and associated monitoring and SCADA upgrades. This project will also include replacement of hypochlorite storage tanks and floor repair.

USEFUL LIFE
5 to 50 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
Anticipated operating impact of $2,000 per year beginning in FY20.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**214,950**	**-**	**-**	**-**	**-**	**214,950**
Transfer from Public Utilities	214,950	-	-	-	-	214,950
Funding Uses	**214,950**	**-**	**-**	**-**	**-**	**214,950**
Professional Services	43,000	-	-	-	-	43,000
Utilities Infrastruct Improve	171,950	-	-	-	-	171,950
Operating Impact	**-**	**2,000**	**2,000**	**2,000**	**2,000**	**8,000**
Repair & Maintenance Services	-	2,000	2,000	2,000	2,000	8,000

DWTP Generator Fuel Tank & Day Tank Repl

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Water Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the main plant generator fuel tank (installed in 1974) and day tank (installed in 1991).

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY20 (Year 2).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**103,000**	**-**	**-**	**-**	**103,000**
Transfer from Public Utilities	-	103,000	-	-	-	103,000
Funding Uses	**-**	**103,000**	**-**	**-**	**-**	**103,000**
Professional Services	-	21,000	-	-	-	21,000
Utilities Infrastruct Improve	-	82,000	-	-	-	82,000

DWTP Lagoon Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Doswell Water Treatment Plant

PROJECT DESCRIPTION
This project includes the rehabilitation of the two existing water sludge lagoons and the purchase of related equipment to allow sludge to be removed.

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**709,000**	**709,000**
Transfer from Public Utilities	-	-	-	-	709,000	709,000
Funding Uses	**-**	**-**	**-**	**-**	**709,000**	**709,000**
Professional Services	-	-	-	-	92,000	92,000
Utilities Infrastruct Improve	-	-	-	-	617,000	617,000

DWTP to Railroad Crossing Waterline

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

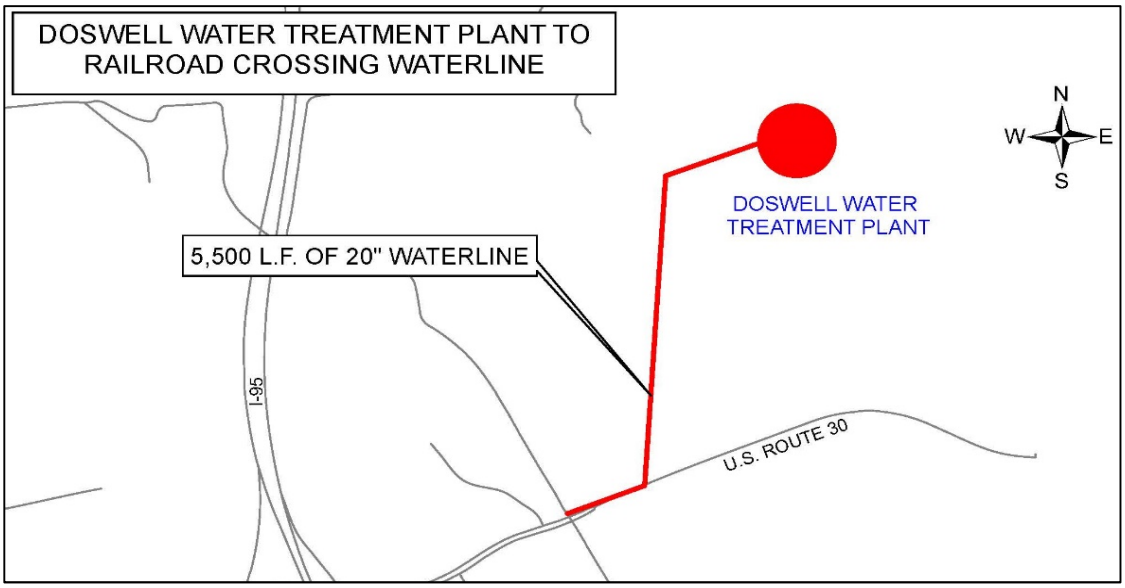
LOCATION
Doswell Water Treatment Plant to Route 30 Railroad Crossing

PROJECT DESCRIPTION
This project provides for the FY21 (Year 3) design, easement acquisition and construction of a new, 5,500' parallel 20" water main from the Doswell Water Treatment Plant to the Route 30 railroad crossing to provide redundancy for the existing 18" waterline. This project also includes the overlay of the parking lot at the plant and the replacement of isolation valves in the parking lot.

USEFUL LIFE
50 years

TIMETABLE
Design, easement acquisition and construction in FY21.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**1,620,000**	**-**	**-**	**1,620,000**
Transfer from Public Utilities	-	-	1,620,000	-	-	1,620,000
Funding Uses	**-**	**-**	**1,620,000**	**-**	**-**	**1,620,000**
Land Purch & Development	-	-	10,000	-	-	10,000
Addtl Professional Services	-	-	175,000	-	-	175,000
Utilities Infrastruct Improve	-	-	1,435,000	-	-	1,435,000

Georgetown Electrical

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Georgetown Well House

PROJECT DESCRIPTION
This project includes the replacement of existing pump control equipment and associated electrical gear.

USEFUL LIFE
10 years

TIMETABLE
Construction in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**58,000**	**58,000**
Transfer from Public Utilities	-	-	-	-	58,000	58,000
Funding Uses	**-**	**-**	**-**	**-**	**58,000**	**58,000**
Utilities Infrastruct Improve	-	-	-	-	58,000	58,000

Hanover-Richmond Joint Cap Contract

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Service Agreement

LOCATION
City of Richmond

PROJECT DESCRIPTION
This project provides for improvements to the City of Richmond water system to support Hanover County's water supply.

USEFUL LIFE
N/A

TIMETABLE
Improvements to be completed annually.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**2,286,076**	**2,652,074**	**6,394,906**	**8,127,835**	**5,853,515**	**25,314,406**
Transfer from Public Utilities	2,286,076	2,652,074	6,394,906	8,127,835	5,853,515	25,314,406
Funding Uses	**2,286,076**	**2,652,074**	**6,394,906**	**8,127,835**	**5,853,515**	**25,314,406**
Utilities Infrastruct Improve	2,286,076	2,652,074	6,394,906	8,127,835	5,853,515	25,314,406

Harris Court WST Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Harris Court Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Harris Court Water Storage Tank.

USEFUL LIFE
15 to 50 years

TIMETABLE
Design in FY20 (Year 2); Construction in FY21.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**65,000**	**381,000**	**-**	**-**	**446,000**
Transfer from Public Utilities	-	65,000	381,000	-	-	446,000
Funding Uses	**-**	**65,000**	**381,000**	**-**	**-**	**446,000**
Professional Services	-	65,000	-	-	-	65,000
Utilities Infrastruct Improve	-	-	381,000	-	-	381,000

Henrico Hylas Interconnect Betterment

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

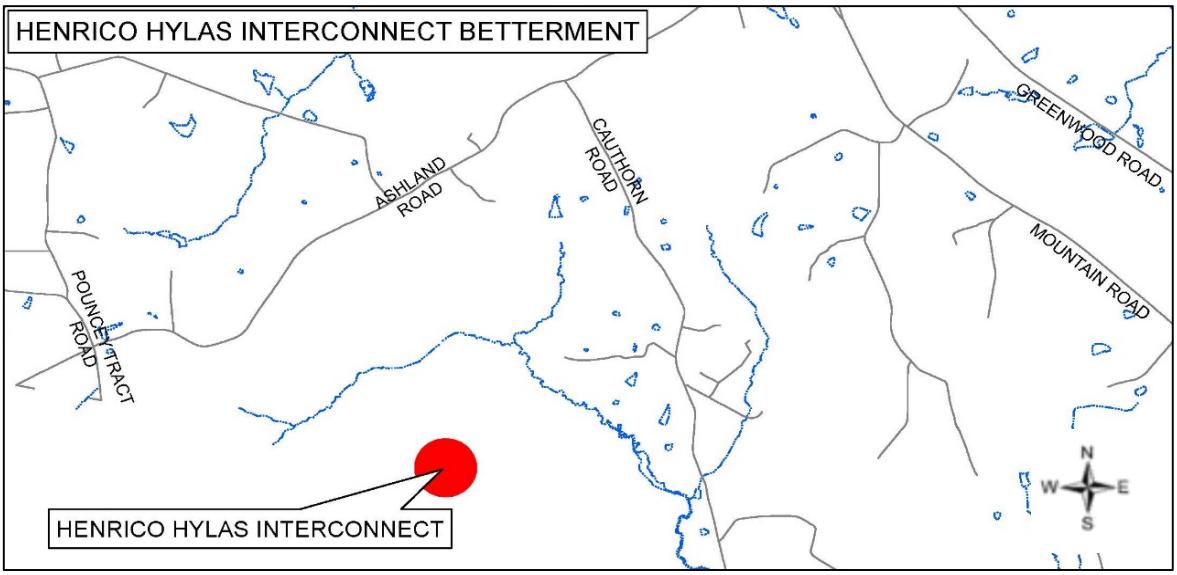
LOCATION
West End of Henrico County

PROJECT DESCRIPTION
This project is miscellaneous betterment to be completed by Henrico County associated with planned improvements to allow Hanover County to take the 775,000 GPD of water it can currently purchase from Henrico at the existing Route 33 interconnection at a future western interconnection.

USEFUL LIFE
5 to 50 years

TIMETABLE
Construction in FY23 (Year 5).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**472,000**	**472,000**
Transfer from Public Utilities	-	-	-	-	472,000	472,000
Funding Uses	**-**	**-**	**-**	**-**	**472,000**	**472,000**
Utilities Infrastruct Construc	-	-	-	-	472,000	472,000

Hill Carter WST & Pump Station

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
In the vicinity of the intersection of Elletts Crossing Road and Hickory Hill Road

PROJECT DESCRIPTION
This project provides for construction of a water pump station with an initial capacity of 7 to 10 MGD, associated tankage with approximately 1.5 MG storage, and miscellaneous waterline improvements to connect this new facility to an existing 16" waterline in the area. This project will serve the planned business area east of Elletts Crossing Road that Hickory Hill Road traverses and will allow water to be moved south from the Doswell pressure zone to the Ashland pressure zone. In the near term this project will allow water that was used by Bear Island Paper in the past to be utilized by other customers.

USEFUL LIFE
5 to 50 years

TIMETABLE
Design and easement acquisition in FY21 (Year 3); Construction in FY23.

OPERATING IMPACT
Anticipated operating impact of $30,000 per year beginning in FY24.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**1,000,000**	**-**	**5,500,000**	**6,500,000**
Transfer from Public Utilities	-	-	1,000,000	-	5,500,000	6,500,000
Funding Uses	**-**	**-**	**1,000,000**	**-**	**5,500,000**	**6,500,000**
Land Purch & Development Addtl	-	-	400,000	-	-	400,000
Professional Services	-	-	600,000	-	-	600,000
Utilities Infrastruct Construc	-	-	-	-	5,500,000	5,500,000

I-95 Waterline Crossing at Long Road

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

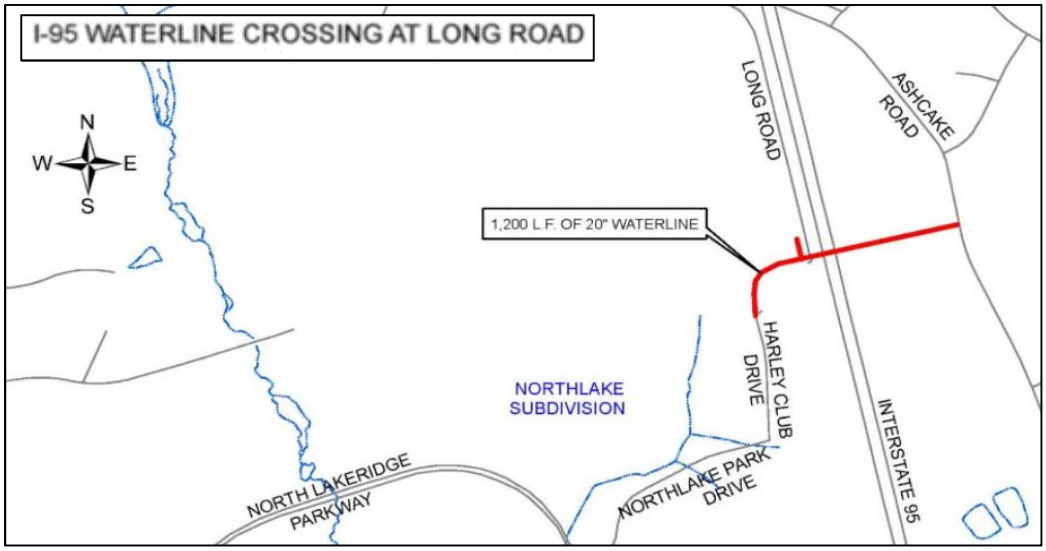
LOCATION
Ashcake Road to Harley Club Drive in the Northlake Development (FMP W38 Modified)

PROJECT DESCRIPTION
This project provides for the FY20 (Year 2) design and easement acquisition and FY21 construction of approximately 1,200' of 20" waterline from Ashcake Road to Harley Club Drive in the Northlake Development.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY20;
Construction in FY21.

OPERATING IMPACT
Anticipated operating impact of $200 per year beginning in FY22.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**150,000**	**599,000**	**-**	**-**	**749,000**
Transfer from Public Utilities	-	150,000	599,000	-	-	749,000
Funding Uses	**-**	**150,000**	**599,000**	**-**	**-**	**749,000**
Land Purch & Development	-	60,000	-	-	-	60,000
Addtl Professional Services	-	90,000	-	-	-	90,000
Utilities Infrastruct Construc	-	-	599,000	-	-	599,000
Operating Impact	**-**	**-**	**-**	**200**	**200**	**400**
Repair & Maintenance Services	-	-	-	200	200	400

Jackson Avenue WST Demolition

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Jackson Avenue Water Storage Tank

PROJECT DESCRIPTION
This project provides for the demolition of the existing Jackson Avenue Water Storage Tank. This tank needs significant investment to remain in service in the future. This tank is of limited use and value due to improvements that have been made since it was constructed.

USEFUL LIFE
N/A

TIMETABLE
Design and construction in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**80,000**	**-**	**-**	**80,000**
Transfer from Public Utilities	-	-	80,000	-	-	80,000
Funding Uses	**-**	**-**	**80,000**	**-**	**-**	**80,000**
Professional Services	-	-	27,000	-	-	27,000
Utilities Infrastruct Improve	-	-	53,000	-	-	53,000

Kings Dominion Entrance Rd W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

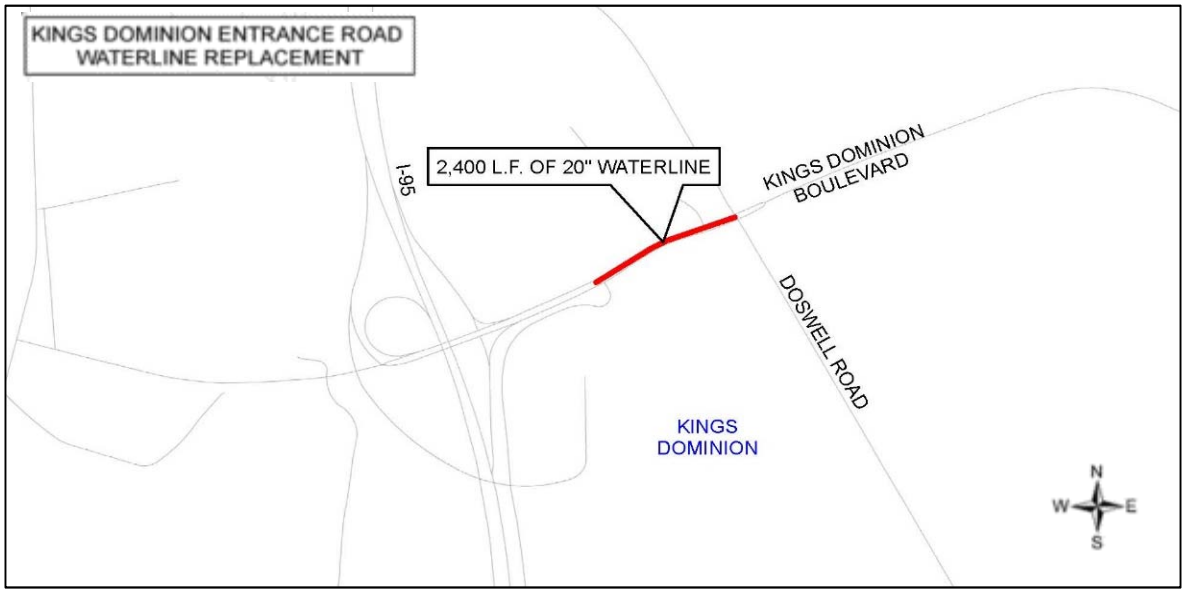
LOCATION
Route 30 between Kings Dominion Entrance Road and Railroad Crossing

PROJECT DESCRIPTION
This project provides for the FY22 (Year 4) design, easement acquisition and construction of a new, 2,400' parallel 20" water main along Route 30 from the railroad crossing to the Kings Dominion entrance road to provide redundancy for the existing 18" water main.

USEFUL LIFE
50 years

TIMETABLE
Design, easement acquisition and construction in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**818,000**	**-**	**818,000**
Transfer from Public Utilities	-	-	-	818,000	-	818,000
Funding Uses	**-**	**-**	**-**	**818,000**	**-**	**818,000**
Land Purch & Development	-	-	-	28,000	-	28,000
Addtl Professional Services	-	-	-	82,000	-	82,000
Utilities Infrastruct Improve	-	-	-	708,000	-	708,000

Louisiana St W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

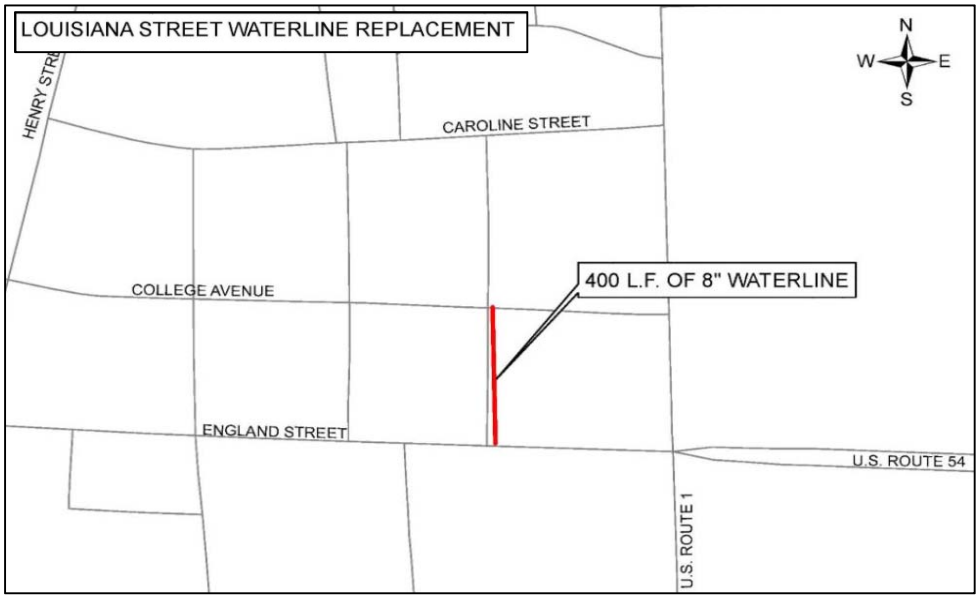
LOCATION
Louisiana Street between England Street and College Avenue in the Town of Ashland

PROJECT DESCRIPTION
This project provides for the FY19 (Year 1) design and construction to replace 400' of existing 4" cast iron waterline with a new 8" waterline in Louisiana Street.

USEFUL LIFE
50 years

TIMETABLE
Design and construction in FY19.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**144,000**	**-**	**-**	**-**	**-**	**144,000**
Transfer from Public Utilities	144,000	-	-	-	-	144,000
Funding Uses	**144,000**	**-**	**-**	**-**	**-**	**144,000**
Professional Services	16,000	-	-	-	-	16,000
Utilities Infrastruct Improve	128,000	-	-	-	-	128,000

Pleasant Street WST & PS Generator Repl

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Pleasant Street Water Storage Tank and Pump Station

PROJECT DESCRIPTION
The generator was installed in 1999 and has reached the end of its useful life. The project includes the installation of a new 125 kW generator and automatic transfer switch.

USEFUL LIFE
25 to 30 years

TIMETABLE
Construction in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**189,000**	**-**	**-**	**189,000**
Transfer from Public Utilities	-	-	189,000	-	-	189,000
Funding Uses	**-**	**-**	**189,000**	**-**	**-**	**189,000**
Utilities Infrastruct Improve	-	-	189,000	-	-	189,000

Pleasant Street WST Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Pleasant Street Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Pleasant Street Water Storage Tank.

USEFUL LIFE
15 to 50 years

TIMETABLE
Design and construction in FY21 (Year 3).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**180,000**	**-**	**-**	**180,000**
Transfer from Public Utilities	-	-	180,000	-	-	180,000
Funding Uses	**-**	**-**	**180,000**	**-**	**-**	**180,000**
Professional Services	-	-	76,000	-	-	76,000
Utilities Infrastruct Improve	-	-	104,000	-	-	104,000

Quarles Rd WST Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

LOCATION
Quarles Road Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Quarles Road Water Storage Tank.

USEFUL LIFE
15 to 50 years

TIMETABLE
Design in FY21 (Year 3); Construction in FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**23,000**	**-**	**190,000**	**213,000**
Transfer from Public Utilities	-	-	23,000	-	190,000	213,000
Funding Uses	**-**	**-**	**23,000**	**-**	**190,000**	**213,000**
Professional Services	-	-	23,000	-	-	23,000
Utilities Infrastruct Improve	-	-	-	-	190,000	190,000

Route 1 Waterline Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

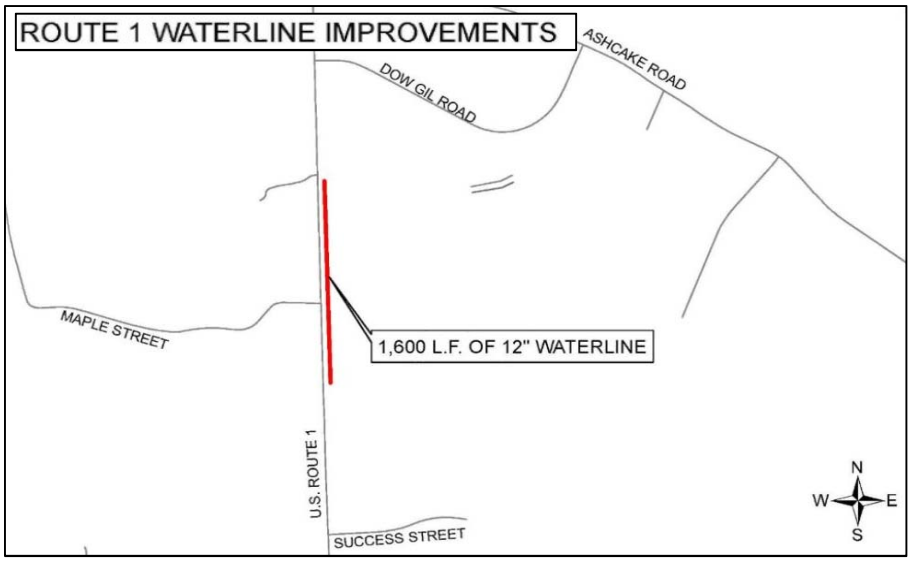
LOCATION
Route 1, Washington Highway from VA Warehousing to Chandler Lane

PROJECT DESCRIPTION
This project provides for the FY21 (Year 3) design and easement acquisition and the FY22 construction of approximately 1,600' of 12" waterline along Route 1, Washington Highway from VA Warehousing towards Chandler Lane. This project provides public water to the east side of Route 1, redundancy moving water along the Route 1 corridor, and increases the ability to meet higher demands in Ashland.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY21;
Construction in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**105,000**	**272,000**	**-**	**377,000**
Transfer from Public Utilities	-	-	105,000	272,000	-	377,000
Funding Uses	**-**	**-**	**105,000**	**272,000**	**-**	**377,000**
Land Purch & Development Addtl	-	-	40,000	-	-	40,000
Professional Services	-	-	65,000	-	-	65,000
Utilities Infrastruct Construc	-	-	-	272,000	-	272,000

Route 360 Waterline Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

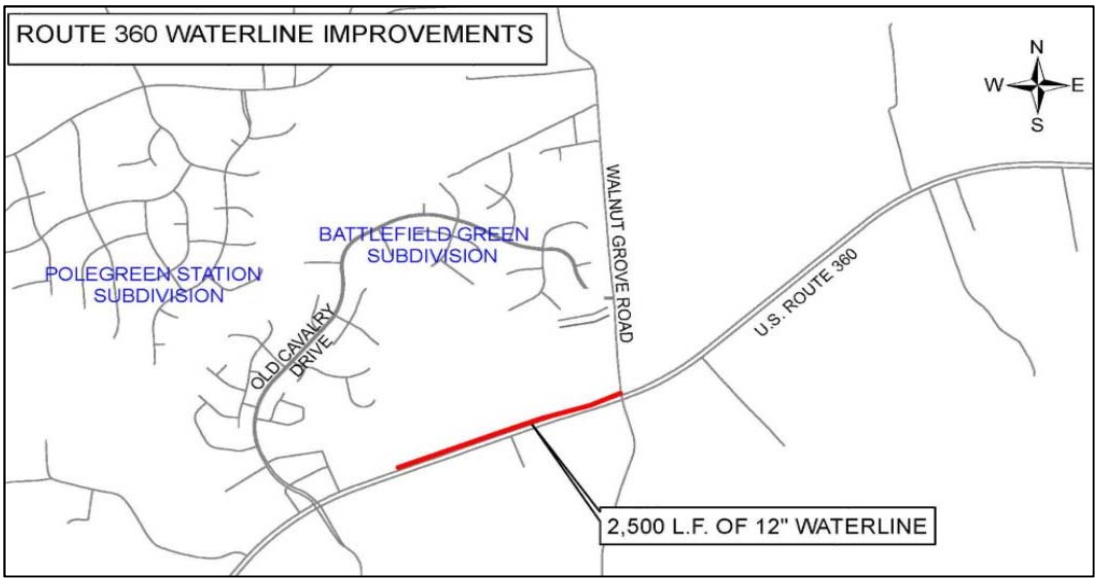
LOCATION
Route 360, Mechanicsville Turnpike from Vanguard Drive to Walnut Grove Road (FMP W86)

PROJECT DESCRIPTION
This project provides for the FY21 (Year 3) design and easement acquisition and the FY22 construction of approximately 2,500' of 12" waterline along Route 360, Mechanicsville Turnpike from Vanguard Drive to Walnut Grove Drive.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY21;
Construction in FY22.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**91,000**	**475,000**	**-**	**566,000**
Transfer from Public Utilities	-	-	91,000	475,000	-	566,000
Funding Uses	**-**	**-**	**91,000**	**475,000**	**-**	**566,000**
Land Purch & Development	-	-	25,000	-	-	25,000
Addtl Professional Services	-	-	66,000	-	-	66,000
Utilities Infrastruct Construc	-	-	-	475,000	-	475,000

Snead Street Waterline Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

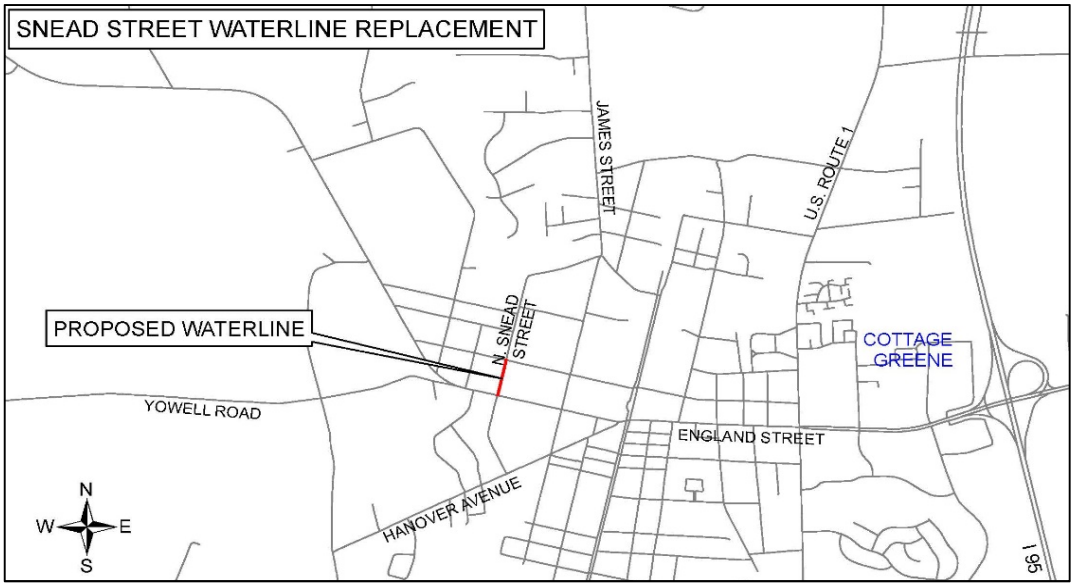
LOCATION
Snead Street starting near the intersection with Thompson Street and ending near the intersection with Henry Clay Road

PROJECT DESCRIPTION
This project provides for the replacement of approximately 650' of existing 6" waterline with an 8" waterline in conjunction with a street improvement project planned by the Town of Ashland. The existing waterline is reaching the end of its useful life.

USEFUL LIFE
50 years

TIMETABLE
Design and construction in FY19 (Year 1).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**115,000**	**-**	**-**	**-**	**-**	**115,000**
Transfer from Public Utilities	115,000	-	-	-	-	115,000
Funding Uses	**115,000**	**-**	**-**	**-**	**-**	**115,000**
Professional Services	15,000	-	-	-	-	15,000
Utilities Infrastruct Improve	100,000	-	-	-	-	100,000

Stonewall Parkway W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

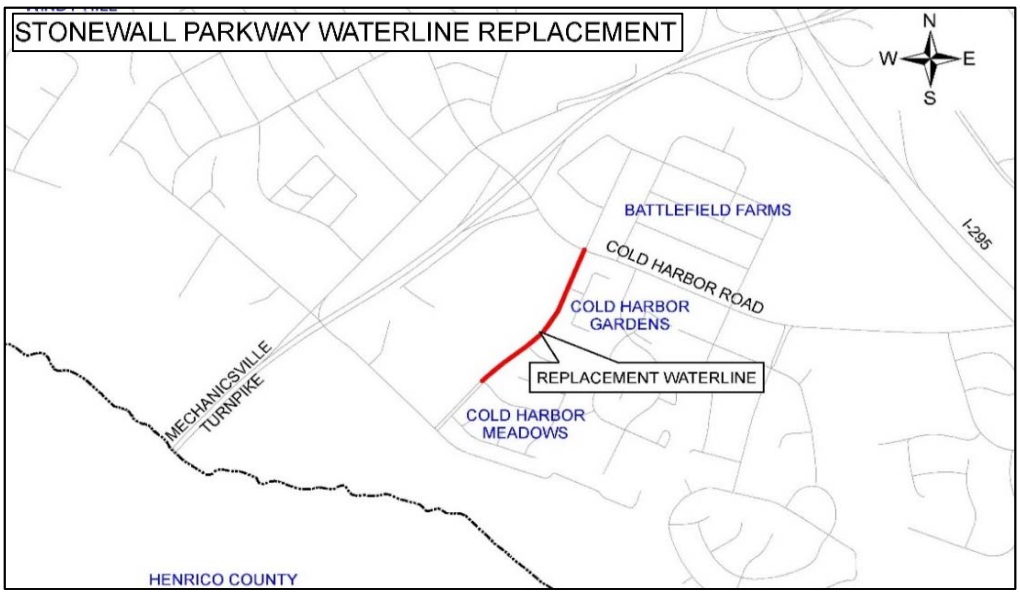
LOCATION
Stonewall Parkway from Cold Harbor Road to Overlook Drive

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of a new 1,800' 12" water main along Stonewall Parkway from Cold Harbor Road to Overlook Drive and abandonment of the existing 12" water main.

USEFUL LIFE
50 years

TIMETABLE
Design, easement acquisition and construction in FY22 (Year 4).

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**560,000**	**-**	**560,000**
Transfer from Public Utilities	-	-	-	560,000	-	560,000
Funding Uses	**-**	**-**	**-**	**560,000**	**-**	**560,000**
Land Purch & Development	-	-	-	39,000	-	39,000
Addtl Professional Services	-	-	-	53,000	-	53,000
Utilities Infrastruct Improve	-	-	-	468,000	-	468,000

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School Improvements Fund Summary

FY19-FY23 CIP - Schools: Funding Sources by Project Type

	Construction	Equip.	Facility Improv.	Technology	Grand Total
Long-term Debt	**35,700,000**	**1,390,000**	**20,135,000**	**-**	**57,225,000**
Bond Proceeds	35,700,000	1,390,000	20,135,000	-	**57,225,000**
Transfers In	**-**	**5,200,000**	**2,078,000**	**13,722,000**	**21,000,000**
Transfer from General Fund	-	5,200,000	2,078,000	6,822,000	**14,100,000**
Transfer In FBA Capital	-	-	-	2,400,000	**2,400,000**
Transfer In FBA Education	-	-	-	4,500,000	**4,500,000**
Grand Total	**35,700,000**	**6,590,000**	**22,213,000**	**13,722,000**	**78,225,000**

FY19-FY23 CIP - Schools: Projects Funded by Long-term Debt

Row Labels	Construction	Equip.	Facility Improv.	Grand Total
Auditorium Renovations	-	-	3,750,000	3,750,000
Bathroom Renovations	-	-	2,170,000	2,170,000
Gymnasium Repairs	-	-	700,000	700,000
HVAC Repairs & Upgrades	-	-	6,785,000	6,785,000
Kitchen Renovations	-	-	335,000	335,000
Roof Repairs & Replacements	-	-	740,000	740,000
Safety & Security	-	1,390,000	-	1,390,000
School Building Upgrades	-	-	775,000	775,000
School Grounds Upgrades	-	-	4,880,000	4,880,000
School Renovation/Construction	35,700,000	-	-	35,700,000
Grand Total	**35,700,000**	**1,390,000**	**20,135,000**	**57,225,000**

Project Locations and Abbreviations

The following is a list of locations and related abbreviations referenced within the project pages of the School Improvements Fund.

Atlee High	AHS
Battlefield Park Elementary	BPES
Beaverdam Elementary	BES
Chickahominy Middle	CMS
Cold Harbor Elementary	CHES
Cool Spring Elementary	CSES
Elmont Elementary	EES
Hanover High	HHS
Henry Clay Elementary	HCES
John Gandy Elementary	JGES
Lee-Davis High	LDHS
Liberty Middle	LMS
Mechanicsville Elementary	MES
Patrick Henry High	PHHS
Pearson's Corner Elementary	PCES
Pole Green Elementary	PGES
Rural Point Elementary	RPES
School Board Office	SBO
South Anna Elementary	SAES
Stonewall Jackson Middle	SJMS
Trade Center	TC
Washington-Henry Elementary	WHES

Auditorium Renovations

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Atlee High, Hanover High, Lee-Davis High and Patrick Henry High

PROJECT DESCRIPTION
The schools scheduled for auditorium renovations are based on the FY13 School Facilities Assessment. The auditorium infrastructure in these schools are original from their construction and have exceeded their useful lives. Renovation components include the installation of new seating, sound system, lighting, stage and curtains as well as cosmetic improvements to wall and floor finishes.

USEFUL LIFE
20 years

TIMETABLE
PHHS and LDHS renovations will be completed in FY19 (Year 1). HHS lighting to be completed in FY21 and AHS renovations in FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**2,800,000**	**-**	**250,000**	**-**	**700,000**	**3,750,000**
Bond Proceeds	2,800,000	-	250,000	-	700,000	3,750,000
Funding Uses	**2,800,000**	**-**	**250,000**	**-**	**700,000**	**3,750,000**
Alt to Facility or Office	2,800,000	-	250,000	-	700,000	3,750,000

Bathroom Renovations

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Atlee, Beaverdam, Cold Harbor, John Gandy, Lee-Davis, South Anna and Washington-Henry

PROJECT DESCRIPTION
The schools scheduled for bathroom renovations are based on the FY13 School Facilities Assessment. These schools typically have the original bathroom facilities from when they were constructed. This renovation will only involve modifications above ground and will not include renovations to the plumbing and sewer infrastructure. Typical improvements will include: new fixtures, tile, ceiling grid, paint, ventilation and minor structural changes to improve ADA accessibility.

USEFUL LIFE
20 years

TIMETABLE
Renovations to be completed in FY19 (Year 1), FY21 & FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**410,000**	**-**	**770,000**	**-**	**990,000**	**2,170,000**
Bond Proceeds	410,000	-	770,000	-	990,000	2,170,000
Funding Uses	**410,000**	**-**	**770,000**	**-**	**990,000**	**2,170,000**
Alt to Facility or Office	410,000	-	770,000	-	990,000	2,170,000

Gymnasium Repairs

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Battlefield, Beaverdam, Chickahominy, Cold Harbor, Cool Spring, Hanover, Mechanicsville, Pearson's Corner, Pole Green, Rural Point and Stonewall Jackson

PROJECT DESCRIPTION
The schools scheduled for general improvements to athletic facility infrastructure are based on the FY13 School Facilities Assessment. These improvements are being done based on normal wear and fall within the reasonable expected lifetime of the component. The improvements include: wood gym floor resurfacing, stage improvements and scoreboard replacement. Gym floor replacement will be completed at all listed locations with the exception of Hanover High. Stage improvements will be completed at Stonewall Jackson Middle. Scoreboard replacement will be completed at Hanover High.

USEFUL LIFE
20 years

TIMETABLE
Gym floor replacement & stage improvements in FY21 (Year 3); scoreboard replacement in FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**660,000**	**-**	**40,000**	**700,000**
Bond Proceeds	-	-	660,000	-	40,000	700,000
Funding Uses	**-**	**-**	**660,000**	**-**	**40,000**	**700,000**
Alt to Facility or Office	-	-	660,000	-	40,000	700,000

HVAC Repairs & Upgrades

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Atlee, Battlefield, Henry Clay, Liberty, Mechanicsville, Rural Point, South Anna and Stonewall Jackson

PROJECT DESCRIPTION
HVAC systems used within the various school facilities require ongoing planned and unplanned maintenance and eventual replacement based on the predicted life of the unit. As an HVAC system approaches the end of the predicted life, staff review various factors to determine the timing for replacement. These factors include: the frequency of unplanned maintenance, the costs associated with unscheduled maintenance, the availability of spare parts, the cost and availability of the refrigerant and the energy efficiency of the unit. Sections of the buildings which require HVAC replacements are based on the FY13 School Facilities Assessment.

USEFUL LIFE
20 years

TIMETABLE
Replacement of equipment in FY19 (Year 1), FY21 & FY23.

OPERATING IMPACT
Potential energy savings achieved through building enhancements.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**565,000**	**-**	**5,520,000**	**-**	**700,000**	**6,785,000**
Bond Proceeds	565,000	-	5,520,000	-	700,000	6,785,000
Funding Uses	**565,000**	**-**	**5,520,000**	**-**	**700,000**	**6,785,000**
Building Accessory Equip Repl	565,000	-	5,520,000	-	700,000	6,785,000

Kitchen Renovations

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Various schools

PROJECT DESCRIPTION
Many schools are in need of new kitchen equipment. This project includes replacement of a hood exhaust system at LDHS in FY21 (Year 3), replacement of ovens at eight (8) schools in FY21, walk-in refrigerator and freezer condenser at CMS & LDHS in FY21 and replacement of a dishwasher at CMS in FY23.

USEFUL LIFE
20 years

TIMETABLE
Replacement of equipment is scheduled for FY21 & FY23.

OPERATING IMPACT
Potential energy savings achieved through more energy efficient modern equipment.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**260,000**	**-**	**75,000**	**335,000**
Bond Proceeds	-	-	260,000	-	75,000	335,000
Funding Uses	**-**	**-**	**260,000**	**-**	**75,000**	**335,000**
Machinery & Equipment Repl	-	-	260,000	-	75,000	335,000

Painting

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
All schools

PROJECT DESCRIPTION
The schools scheduled for interior painting are based on the FY13 School Facilities Assessment. These improvements are being done based on normal wear and fall within the reasonable expected lifetime of the component.

USEFUL LIFE
20 years

TIMETABLE
Painting to be done annually.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**110,000**	**200,000**	**400,000**	**185,000**	**100,000**	**995,000**
Transfer from General Fund	110,000	200,000	400,000	185,000	100,000	995,000
Funding Uses	**110,000**	**200,000**	**400,000**	**185,000**	**100,000**	**995,000**
Alt to Facility or Office	110,000	200,000	400,000	185,000	100,000	995,000

Roof Repairs & Replacements

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Various schools

PROJECT DESCRIPTION
Roofing systems used within the various school facilities require ongoing maintenance and eventual replacement based on the predicted life and manufacturer's warranty for the given structure. As a roofing system approaches the end of the predicted life, staff review the history of roof repairs and the unscheduled maintenance costs to determine the timing for the replacement. Sections of the roofing systems that will exceed their useful life and require replacement are based on the FY13 School Facilities Assessment.

USEFUL LIFE
15 to 25 years

TIMETABLE
Annual repairs and replacements in FY19 (Year 1) through FY23.

OPERATING IMPACT
Potential energy savings achieved through building enhancements.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**220,000**	**990,000**	**200,000**	**313,000**	**1,823,000**
Bond Proceeds	-	-	590,000	-	150,000	740,000
Transfer from General Fund	100,000	220,000	400,000	200,000	163,000	1,083,000
Funding Uses	**100,000**	**220,000**	**990,000**	**200,000**	**313,000**	**1,823,000**
Alt to Facility or Office	100,000	220,000	990,000	200,000	313,000	1,823,000

Safety & Security

DEPARTMENT
School CIP

PROJECT TYPE
Equipment

LOCATION
All schools

PROJECT DESCRIPTION
The first stage of this project is to implement a Visitor Management System in all schools in the division. This is an automated system that checks a visitor's drivers license against various informational data bases to better insure the safety of our students and staff. Other safety and security projects will focus on increasing the number of cameras in middle and high schools, replacing fire suppression systems, updating door access and locks as well as updating the employee badge access system.

USEFUL LIFE
20 years

TIMETABLE
Repairs and replacements to occur in FY19 (Year 1), FY21 & FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**50,000**	**-**	**155,000**	**-**	**1,185,000**	**1,390,000**
Bond Proceeds	50,000	-	155,000	-	1,185,000	1,390,000
Funding Uses	**50,000**	**-**	**155,000**	**-**	**1,185,000**	**1,390,000**
Building Accessory Equip Addtl	50,000	-	155,000	-	1,185,000	1,390,000

School Building Upgrades

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Atlee, Lee-Davis, Mechanicsville, School Board Office and Trade Center

PROJECT DESCRIPTION
This project includes funding for modular classroom site work at the Trade Center and Mechanicsville Elementary in FY19 (Year 1) and a visitor team unconditioned space at Lee-Davis in FY21. Upgrades in FY23 consist of a variety of projects including electrical service upgrades, bell replacement system and replacement of back-up generators.

USEFUL LIFE
15 to 25 years

TIMETABLE
Repairs and replacements to occur in FY19, FY21 & FY23.

OPERATING IMPACT
Potential energy savings achieved through building enhancements.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**125,000**	**-**	**550,000**	**775,000**
Bond Proceeds	100,000	-	125,000	-	550,000	775,000
Funding Uses	**100,000**	**-**	**125,000**	**-**	**550,000**	**775,000**
Alt to Facility or Office	100,000	-	125,000	-	550,000	775,000

School Buses

DEPARTMENT
School CIP

PROJECT TYPE
Equipment

LOCATION
N/A

PROJECT DESCRIPTION
Regular bus replacement helps insure reliability of daily transportation for students as well as helps keep annual maintenance costs down. School buses need to be replaced when they are unable to be practically repaired. Ideal replacement occurs when buses have been in service between 10 and 15 years but replacement decisions are ultimately made by looking at the overall condition of each particular bus.

USEFUL LIFE
10 to 15 years

TIMETABLE
Buses to be purchased annually.

OPERATING IMPACT
The annual replacement of school buses removes the oldest, least efficient buses from the fleet and increases the operational efficiency and reliability of the fleet.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**700,000**	**800,000**	**1,000,000**	**1,200,000**	**1,500,000**	**5,200,000**
Transfer from General Fund	700,000	800,000	1,000,000	1,200,000	1,500,000	5,200,000
Funding Uses	**700,000**	**800,000**	**1,000,000**	**1,200,000**	**1,500,000**	**5,200,000**
Motor Vehicle & Equipment Repl	700,000	800,000	1,000,000	1,200,000	1,500,000	5,200,000

School Grounds Upgrades

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

LOCATION
Atlee, Hanover High, Lee-Davis, Liberty, Patrick Henry and Pearson's Corner

PROJECT DESCRIPTION
The schools scheduled for general upgrades to various exterior structures and grounds are based on the FY13 School Facilities Assessment. These projects include parking lot repairs and replacements, tennis court replacement, track resurfacing, athletic field lighting, bleachers, field bathrooms and waterline, greenhouse renovations and replacement of irrigation systems on athletic fields.

USEFUL LIFE
20 years

TIMETABLE
Facility improvements to be completed in FY19 (Year 1), FY21 & FY23.

OPERATING IMPACT
There is no anticipated additional operating impact as a result of this project.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,075,000**	**-**	**1,670,000**	**-**	**2,135,000**	**4,880,000**
Bond Proceeds	1,075,000	-	1,670,000	-	2,135,000	4,880,000
Funding Uses	**1,075,000**	**-**	**1,670,000**	**-**	**2,135,000**	**4,880,000**
Alterations to Grounds	1,075,000	-	1,670,000	-	2,135,000	4,880,000

School Renovation/Construction

DEPARTMENT
School CIP

PROJECT TYPE
Construction

LOCATION
TBD

PROJECT DESCRIPTION
Several schools are in need of replacement or renovation, based on a facility analysis. One elementary school is slated for replacement with design and engineering beginning in FY22 (Year 4) and construction in FY23.

USEFUL LIFE
50 years

TIMETABLE
Project will begin in FY22 with design and engineering work.

OPERATING IMPACT
Potential energy savings achieved through building enhancements.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**3,600,000**	**32,100,000**	**35,700,000**
Bond Proceeds	-	-	-	3,600,000	32,100,000	35,700,000
Funding Uses	**-**	**-**	**-**	**3,600,000**	**32,100,000**	**35,700,000**
Construction	-	-	-	3,600,000	32,100,000	35,700,000

Technology Enhancements

DEPARTMENT
School CIP

PROJECT TYPE
Technology

LOCATION
All schools

PROJECT DESCRIPTION
Technology enhancements include upgrading switches and wireless infrastructure as well as the purchasing of devices for teachers. The upgrade of switches will replace existing switches that have exceeded their useful life. The upgrade of wireless infrastructure is necessary due to the increasing instructional devices and use. In addition to the new initiatives, ongoing technology equipment replacement and bandwidth for the existing network is included in this project. Technology infrastructure will be updated in all high schools in FY19 (Year 1) and in all elementary schools in FY20. The purchase of laptops for teachers is included in FY19, FY22 and FY23.

USEFUL LIFE
5 years

TIMETABLE
Computers and related hardware to be purchased annually.

OPERATING IMPACT
Operating impact beginning in FY19 for additional personnel needed to respond to infrastructure upgrades and increased device utilization.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**4,090,000**	**4,580,000**	**1,200,000**	**1,615,000**	**2,237,000**	**13,722,000**
Transfer from General Fund	1,490,000	1,180,000	1,200,000	1,415,000	1,537,000	6,822,000
Transfer In FBA Capital	-	2,400,000	-	-	-	2,400,000
Transfer In FBA Education	2,600,000	1,000,000	-	200,000	700,000	4,500,000
Funding Uses	**4,090,000**	**4,580,000**	**1,200,000**	**1,615,000**	**2,237,000**	**13,722,000**
Information System Equip Addtl	4,090,000	4,580,000	1,200,000	1,615,000	2,237,000	13,722,000
Operating Impact	**522,800**	**908,445**	**1,093,215**	**1,193,280**	**1,217,140**	**4,934,880**
Salaries Full-time	522,800	908,445	1,093,215	1,193,280	1,217,140	4,934,880

FY19 ADOPTED BUDGET:

SUPPLEMENTAL DATA

Budget Directives

In September, County department and agency heads are required to submit operating and capital improvement budgets in accordance with the following guidelines:

1. Operating Budget

a) Provide a line item budget request. Detailed information will be required for line items as defined by the Budget Division. Such detail may include, for example, listing all memberships, dues, continuing education, professional service contracts and maintenance contracts.

b) Provide documentation for any requests for additional personnel or position changes, including detailed operating and capital costs incurred as a result of the additional personnel or position changes. An organizational chart may be required depending on the type of request.

c) Departments charged with assessing or collecting revenue (tax, service fee, grant, etc.) provide a requested budget for that revenue, including the impact of any recommended fee or rate changes.

2. Capital Improvements Program Budget

a) Submit justification and description of any capital projects that qualify for the CIP, complete with an analysis of impact on the operating budget for the following five years.

b) Provide documentation of any non-local funding (e.g. debt proceeds, grants, etc.) to be used to fund the capital project.

3. Five-Year General Fund Financial Plan

a) Submit justification and description of any requested service level change, additional personnel, position changes, or capital items for the following five fiscal years.

b) Provide documentation of any non-local funding for the Service Level Plan.

Finance and Management Services Policies

1. General Provisions

1-1 Adoption and Application of Policies

The Hanover County Financial Policies (Policies) set forth in this document supersede all previous Financial Policies. These Policies have been approved by the County Administrator and adopted by the Board of Supervisors of Hanover County (County), and shall apply to all County funds and School funds except the School Activity Funds as defined by the Department of Education. Other funds identified by action of the Board of Supervisors may be included in the coverage of these policies.

1-2 Purpose of Policies

A. Accounting: This policy addresses the accounting methods and other related requirements to be used by all covered funds.

B. Audit: This policy provides guidance on the selection of an independent accounting firm to provide opinions and/or reports on the County's financial statements, internal control over financial reporting and compliance with federal and State laws, regulations, contracts and grants. The role of the County's Internal Auditor is defined in this policy.

C. Budget: This policy prescribes procedures and requirements of the budget formulation process, including the adoption of the Five-Year Financial Plan and the Capital Improvements Program (CIP).This budget policy also prescribes procedures and requirements of the budget management process.

D. Debt: This policy establishes the debt issuance and post-issuance compliance guidelines.

E. Deposit and Investment Policy: The Treasurer of Hanover County has established a Detailed Deposit and Investment Policy. The Board of Supervisors has adopted the Detailed Deposit and Investment Policy as a joint policy between the County and the Treasurer. The Detailed Deposit and Investment Policy is subject to amendment by the Treasurer. It is the intent of the Board of Supervisors that such amended Detailed Deposit and Investment Policy will remain a joint policy between the County and the Treasurer, as long as it continues to agree with the overarching Deposit and Investment Objectives outlined below, or until the Board adopts otherwise.

F. Fund Balance and Net Position Policy: This policy establishes guidelines for the appropriate fund balance and net position levels needed to maintain positive financial position.

G. Purchasing Policy: This policy is adopted to guide the County in obtaining high quality goods and services at reasonable cost, in conducting all procurement procedures in a fair and impartial manner with avoidance of any impropriety or appearance of impropriety. The policy provides access to the County's public business for all qualified vendors, and promotes efficient procurement practices among all County departments. The statutes governing the procurement of goods and services from nongovernmental sources are contained in the Virginia Public Procurement Act (VPPA) (Code of Virginia, § 2.2-4300 et seq.) and Hanover County Code Chapter 2, Article IV.

H. Revenue Policy: This policy establishes measures to maintain control over all revenues (including federal, state and private grants and cooperative agreements), to ensure strong fiscal management. This includes control over revenue budgeting and forecasting, reconciliations, accounts receivable management, compliance with grant awards, regulations and cooperative agreements and general oversight over the various revenues the County collects.

Finance and Management Services Policies

I. Travel and Business Expense Policy: This Policy establishes authority for payment and reimbursement of certain travel and business expenses incurred for County purposes by officials, employees and volunteers. Oversight of the department travel budgets is vested in the department heads, or Chair of the Board of Supervisors, respectively. County business for the purpose of this Policy includes conferences, seminars, workshops, hearings, educational programs, conventions and meetings and other activities which are directly related to or associated with the business of the County, and which provide a substantial benefit to the County.

1-3 Internal Controls

All aspects of accounting and financial reporting shall be subject to proper controls with standard controls documented and followed by all departments.

1-4 Delegation of Authority

The County Board of Supervisors delegates the responsibility for financial and contractual activities and reporting to the County Administrator subject to the limitations and terms included in this policy. In all cases, reference to a County or other official in this policy shall be deemed to include designees of the official. The County Administrator and School Superintendent may designate the Director of Finance and Management Services to be responsible for the financial and contractual reporting functions.

1-5 Ethics

Finance Department staff and all County employees engaged in financial and contractual activities and reporting should be generally familiar with the applicable provisions of the Government Finance Officers Association Code of Professional Ethics and the County Ethics Policy.

A. Purchasing staff and all County employees having official responsibility for a procurement transaction are subject to and should be generally familiar with the provisions of the VPPA relative to Ethics in Public Contracting, Article 6 (Code of Virginia, § 2.2-4367 et seq.). As used here, "Official Responsibility" means administrative or operating authority, whether intermediate or final, to initiate, approve, disapprove or otherwise affect a procurement transaction, or any claim resulting therefrom.

B. No official or employee shall have a personal interest in a transaction or contract if such interest is prohibited by the State and Local Government Conflict of Interests Act (Code of Virginia, § 2.2-3100 et seq.). The County Administrator shall endeavor to provide appropriate information regarding these prohibitions to employees and affected volunteers.

1-6 Compliance

Department heads and School Cost Center Managers shall take necessary and prompt action to insure compliance with these Policies within their respective departments.

1-7 Amendment of Policies

These rules may be changed or amended by resolution of the Board of Supervisors.

1-8 Availability of Policies

The Financial Policies shall be maintained by the Director of Finance Management and Services and an electronic copy shall be maintained on the County's website.

Finance and Management Services Policies

2. Accounting Policy

2-1 Financial Statements

A. All activities for which generally accepted accounting principles (GAAP) consider the County to be financially accountable are incorporated into the audited financial statements to form the reporting entity.

B. The year-end financial statements shall be formulated based upon GAAP and the Comprehensive Annual Financial Report (CAFR) will be prepared at the conclusion of the County audit to meet Government Finance Officer Association (GFOA) guidelines.

C. Interim and year-end financial reports shall be presented to the Board of Supervisors (the Board) for each fiscal year.

2-2 Fund Accounting

A. Accounts are organized on the basis of funds, each of which is considered to be a separate accounting entity.

B. Appropriate accruals of revenues and expenditures will be in accordance with GAAP.

C. Purchase orders, contracts, and other commitments for expenditure of moneys are recorded for budget purposes as encumbrances in order to reserve that portion of the appropriation.

D. Board approval is required for the establishment of any new County reporting entity fund that requires an appropriation. The County Administrator authorizes all other funds.

2-3 Capital Assets

A. Tangible capital assets shall be recorded when the unit cost is greater than $5,000, the useful life exceeds five years, and the expenditure meets the GAAP definition of land, building, improvements to building, infrastructure, equipment or other relevant tangible fixed asset class. Intangible assets over $25,000 in value acquired in fiscal year 2010 and future years shall be capitalized when they meet the GAAP definition of a capitalizable intangible asset.

2-4 Donation Acceptance

A. Personal property, monetary and in kind donations:

(i) The department head may authorize acceptance of these donations with an estimated value below $5,000.

(ii) The County Administrator may authorize acceptance of these donations with an estimated value between $5,000 and $50,000.

B. Board of Supervisor's authorization is required for acceptance of these donations with an estimated value greater than $50,000.

2-5 Authorization of Disbursements and Transfers

A. All checks, bank transfers, and disbursements to a non-County account generated by the County and Treasurer's Office will contain dual signatures with one signature representing an authorized signature of the County and the other signature representing an authorized signature of the Treasurer's Office.

B. Manual checks with dual signatures will be issued only in circumstances that are deemed appropriate by the Director of Finance and Management Services.

C. All disbursements of funds will have proper supporting documentation, approval of a department authorized signer, and be filed in a manner to provide the proper audit trail to such disbursement.

D. State tax and fee collections that are administered by the Treasurer's Office are recorded in a separate Commonwealth fund. The Treasurer's transfer of State tax and fee collections to the Commonwealth requires dual signatures, but does not require authorization of both the Treasurer and County.

2-6 Petty Cash

A. Petty cash funds shall be maintained in order to provide timely payment or reimbursement for proper expenses that do not exceed the transaction amount established by the Accounting Regulations.

B. Petty cash change funds shall also be established at cashiering points to provide change for County business transactions.

C. Internal controls shall be followed to ensure the appropriate reconciliations are performed and petty cash is safeguarded.

D. Petty cash balances and locations shall be documented in the Accounting Regulations.

2-7 Record Retention

All records shall be retained, and when required, disposed of in accordance with the Virginia Public Records Act and related schedules.

2-8 Accounting System

Unless otherwise approved by the Board, common accounting systems will be utilized by all covered funds, for all payroll, general ledger, cash receipts, cash disbursements, and other accounting transactions.

Finance and Management Services Policies

3. Audit Policy

3-1 External Auditors

A. External auditors will be selected to perform annual audits through a request for proposal (RFP) process every five years, unless otherwise approved by the Finance Committee.

B. Recommendation of the selection committee is reviewed by the Finance Committee for concurrence prior to Board of Supervisors approval.

C. External auditors will review the Comprehensive Annual Financial Report (CAFR) for submission to the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

D. External auditors are responsible for the issuance of any and all required opinions, internal control and compliance reports and management letters in connection with the audit of the financial statements. County assistance will be provided to external auditors in order to produce timely and accurate financial statements and related audit opinions and reports. The external auditor shall coordinate the annual audit objectives with the County's Internal Auditor who may also provide assistance as necessary.

3-2 Internal Audit

A. The mission is to independently ascertain whether the ongoing processes for controlling fiscal and administrative operations throughout the County are adequately designed and functioning in an effective manner.

B. The Internal Audit Department will ensure that:

(i) Resources are adequately protected.

(ii) Significant financial, managerial and operating information is accurate and reliable.

(iii) The actions of employees comply with the County's policies, regulations, procedures and applicable laws and regulations.

C. To provide for the independence of the Internal Audit function, the Internal Audit Department reports functionally to the Finance Committee of the Board of Supervisors and reports administratively to the Deputy County Administrator. The Finance Committee approves the annual Internal Audit Plan and assists in the evaluation of the performance of the Internal Audit Director.

D. The Internal Audit Department also has responsibility to:

(i) Develop an Internal Audit Plan annually and submit that plan to the Finance Committee for approval.

(ii) Consider the scope of work of external auditors for the purpose of providing optimal audit coverage to the County including the contracting with external auditors for annual and as needed audit services.

(iii) Implement the Internal Audit Plan as approved, including any special projects assigned by the Finance Committee and County Administrator.

(iv) Conduct audits in accordance with Government Auditing Standards.

(v) Issue periodic reports to the Finance Committee summarizing results of audit activities.

(vi) Communicate audit findings/reports to the appropriate level of management and request a written response.

(vii) Follow-up on corrective action plans to address audit recommendations.

E. The Internal Audit staff is authorized to have access to all of the County's functions, records, property and personnel.

F. The Internal Audit staff will maintain audit documentation in compliance with applicable privacy requirements.

G. The Internal Audit staff may perform special audits for Schools and other audit entities, as directed by the Finance Committee. Audits of Constitutional Officers will require concurrence from the applicable Constitutional Officer.

H. The Internal Audit staff is not authorized to initiate or approve accounting transactions external to the Internal Audit function.

Finance and Management Services Policies

4. Budget Policy

4-1 Budget Calendar

A. The following guidelines will be used in establishing the annual budget calendar:

(i) The proposed operating budget, Capital Improvements Program, and Five-year Financial Plan will be presented by the fourth Wednesday in February.

(ii) Informational budget sessions and workshops will be presented between presentation of proposed budget and adoption of the budget, with special meetings held by the Board if necessary.

(iii) The budget shall be adopted in accordance with applicable statutes.

B. Budget Board meeting dates will be established as part of the Board of Supervisors' Meeting Schedule.

4-2 Budget Guidelines

A. The overall objective of the budget is to provide a balanced financial plan in total and by fund that adheres to the County's mission statement, long range strategic plans and/or current initiatives. A balanced budget is a budget with total expenditures equal to total revenues, including use of fund balance.

B. Initiatives that are presented to the Board of Supervisors should ensure compliance with the mission statement.

C. Annual recurring budget guidelines shall be focused in certain areas, with additional guidelines and/or objectives formulated, if applicable, by the County Administrator in the formulation of the proposed budget.

(i) Priority service levels

a) Education: Provide a funding plan for the Hanover County Schools that maintains favorable student -teacher ratios, provides appropriate instructional materials and provides appropriate capital infrastructure to limit overcrowding.

b) Public Safety: Provide staffing and equipment, for law enforcement and public safety departments to ensure that desired standards can be achieved and maintained in an effective and efficient manner.

(ii) Sound financial management practices

a) Mitigate the tax rate burden upon the citizens and dependency upon the real property tax rate through provision of service delivery in the most efficient and effective manner while maximizing opportunities for additional revenues from non-local tax sources (e.g., State revenues) and diversification of local revenue sources.

b) Prepare and adopt Five-Year Financial Plans and Five-Year Capital Improvements Program to describe funding sources and anticipated expenditures for operating and capital needs.

c) Provide recommendations which include recurring revenue to meet recurring expenses.

d) Ensure adequate reserves, limits on the County's debt burden, and maintenance or improvement of the County's bond ratings.

e) Include general obligation bond funding only if any required referendum is anticipated to be supported by the community.

(iii) Employee compensation

a) Provide adequate employee compensation including consideration of pay for performance increases, salary benchmark adjustments, if applicable, and a comprehensive benefits plan.

b) Ensure that compensation and benefits provided will be market sensitive and enable the County and School system to attract and retain outstanding employees.

D. Public Utilities

(i) Operate a water and wastewater system as a self-supporting enterprise fund that provides high quality and reliable service delivery to customers, including the development of a capital improvement program.

(ii) Limit user and/or capacity fee rate increases to that which is needed to ensure long-term viability of the system.

4-3 Five-Year Capital Improvements Program

A. The Capital Improvements Program is a plan for capital and capital-related expenditures and a means of planning for funding the following throughout the Five-Year Financial Plan:

(i) facilities, equipment, and vehicles with a unit cost greater than $50,000; and,

(ii) purchases for multiple departments that are generally:

a) managed by a single department/agency; or,

b) over $50,000 annually in aggregate.

B. General governmental projects will be funded by General Fund revenues (i.e. "pay as you go funding"). In general at least 10% of the total five-year general government portion of the Capital Improvements Program should be funded by non-debt sources (e.g., General Fund and grants) over the five-year period.

C. In designing a school capital improvement program, formulation of the Capital Improvements Program will illustrate that no individual school is over capacity by 20% for more than three consecutive years and meets the definition of overcrowding per the School regulations without consideration of attendance boundary adjustments or other appropriate measures.

4-4 Five-Year Financial Plan

A. The plan will identify all major budget assumptions, including the anticipated collection of revenues, use of fund balance, expenditures, future operating costs of capital improvements, and proposed changes in service levels and fees.

B. The plan will clearly describe proposed service levels and the means to finance such service levels over the five-year period.

C. Compliance with debt and fund balance polices shall be maintained for each year of the plan.

D. Reserve for Contingencies will be appropriated in the General Fund at an amount equal to at least 0.5% of the General Fund budget, net of capital improvement transfer.

E. Financial plans enable the funds subject to such plans to be managed to maintain financial stability over the long-term by identifying current trends and future challenges; identifying

the most appropriate mix of funding sources; analyzing debt options and timing to minimize borrowing costs; encouraging strong fiscal and operational management; and encouraging consistency and financial integrity.

4-5 Public Utilities

A. The costs associated with providing water and wastewater service shall be allocated between service types, uniform for similar types and classes of customers, and separate rates shall be established for each service.

B. Capacity fees and user fees will be established using a generally accepted methodology that includes analysis of revenue requirements, cost of services, rate design and rate implementation impact.

4-6 Budget Adoption

A. The budget adoption resolutions include approval for the reappropriation of all encumbered balances and capital project unencumbered balances at fiscal year-end.

B. All related ordinance changes and other budgetary issues requiring Board of Supervisors approval will be presented to the Board for consideration with the proposed budget adoption.

C. The Adopted Budget Document will be forwarded to the GFOA and other interested parties within 90 days of budget adoption for the Distinguished Budget Award program.

4-7 Budget Amendments

A. Transfer authority is determined based on the following factors:

(i) The dollar amount requested to be transferred.

(ii) The category (personnel, operating, capital, debt or revenue) of funding.

a) For purposes of this section, “capital” is defined as the Capital Improvements Program fund (CIP) as well as capital line items within other funds (i.e. General Fund, Public Utilities).

b) For purposes of this section, “debt” is defined as the principal, interest and issuance costs and other associated debt service related expenses.

(iii) Whether or not the funding will be moved from its original appropriated category to a different category.

(iv) For purposes of this section, transfer authority applies across all funds directed by each respective Board – Board of Supervisors or School Board.

B. Transfers that do not move across categories can be approved in the following manner:

(i) Personnel, Capital, Debt or Revenue Category:

a) Up to $2,000 per month – Department Heads or School Cost Center Managers within their respective department budgets.

b) Up to $10,000 per topic or issue – Director of Finance and Management Services (County funds) and the Assistant Superintendent of Business and Operations (School funds).

c) Any amount over $10,000 per topic or issue must be approved by the County Administrator (County funds) or the School Superintendent (School funds).

(ii) Operating Category:

a) Up to $2,000 per month – Department Heads or School Cost Center Managers within their respective department budgets.

b) Up to $10,000 per topic or issue – Director of Finance and Management Services (County funds) and the Assistant Superintendent of Business and Operations (School funds).

c) Up to $50,000 per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

d) Operating transfers exceeding $50,000 per topic or issue must be approved by the Board of Supervisors (County funds) or the School Board (School funds).

C. Transfers that cross categories can be approved in the following manner:

(i) Up to $10,000 per topic or issue – Director of Finance and Management Services (County funds) and the Assistant Superintendent of Business and Operations (School funds).

(ii) Up to $50,000 per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

(iii) All transfers crossing categories and exceeding $50,000 per topic or issue must be approved by the Board of Supervisors (County funds) or the School Board (School funds).

D. Transfers up to $10,000 per topic or issue for any revenue change (e.g., insurance recoveries, grants and gifts) can be approved by the Director of Finance and Management Services (County funds) and the Assistant Superintendent of Business and Operations (School funds). Transfers up to $50,000 per topic or issue for any revenue change can be approved by the County Administrator or the School Superintendent (School funds).

E. Transfers of Reserve for Contingencies to departmental, school cost center, and/or capital budgets can be approved as follows:

(i) Up to $10,000 per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

(ii) Transfers exceeding $10,000 per topic or issue must be approved by the Board of Supervisors (County funds) or the School Board (School funds).

F. Revenue sources that need to be reclassified as a result of the transfer of directly related expenditures shall be approved under the same authority that governed the transfer of the expense.

G. All transfers that increase the County's total appropriated budget require approval of the Board of Supervisors.

H. Any transfer that increases the total revenues for any of the School Board funds shall require the approval of the Board of Supervisors following approval by the School Board.

I. Public hearings and associated notice for budget amendments will be conducted in accordance with applicable statutes.

Finance and Management Services Policies

4-8 Reappropriation of Balances

A. Both unencumbered and encumbered funds for the Capital Improvements Program, and encumbered funds in departmental budgets, are reappropriated annually by the Board of Supervisors during the budget approval process.

B. Except for those funds reappropriated by the Board, appropriations lapse on June 30.

C. A review of the Capital Improvements Program will be conducted at year end to determine the necessity for reappropriated funds. Those which are determined to be unnecessary will be transferred to other uses, as determined by the County Administrator.

Finance and Management Services Policies

5. Debt Policy

5-1 Issuance Guidelines

A. The County will not use short-term borrowing to finance operating needs.

B. The maturity of any debt will not exceed the expected useful life of the project(s) for which the debt is issued.

C. Debt shall not be incurred which would be an unreasonable burden to residents and taxpayers. Total general governmental debt and debt service expenditures shall not exceed the limits of this policy.

D. Debt ratios for general governmental debt:

(i) Debt as a percentage of assessed value will not exceed 2.5%.

(ii) The debt per capita will not exceed a ratio of $1,900 as of June 30, 2007, growing annually at 2% ($2,227 as of June 30, 2015).

(iii) Debt service as a percentage of general (non-capital) governmental expenditures will not exceed 10%.

(iv) Debt per capita income will not exceed a ratio of $5,000.

For purposes of these debt ratios, contingent obligations of the General Fund extending beyond the current fiscal year incurred subject to annual appropriation (i.e., Support Agreement debt) shall be treated on a par with general obligation debt and will be included in the calculation of debt ratio limits.

E. At least 25% of total debt will be repaid within 5 years and at least 50% of total debt within 10 years.

F. Variable rate debt will be limited to 10% of total outstanding debt.

G. Debt coverage ratios for all Proprietary Fund debt will be in compliance with all debt covenants and all debt coverage ratios will meet or exceed minimum legally required thresholds.

H. The following issuances of debt require approval and appropriation of the proceeds by the Board.

(i) Bond and revenue anticipation notes;

(ii) General obligation bonds;

(iii) VPSA Bonds and State Literary Fund loans;

(iv) Revenue bonds and subject-to-appropriation debt;

(v) Capital acquisition leases and notes;

(vi) Refundings and refinancings, excluding proprietary fund debt that does not require appropriation of debt proceeds;

(vii) Moral obligation debt.

I. In order to seek timely access to market conditions, proposals for refunding and refinancings can be solicited with County Administrator's authorization noting that Board approval is still needed for any issuance of debt.

Finance and Management Services Policies

5-2 Post-Issuance Compliance

A. The Director of Finance and Management Services will oversee post-issuance activities to ensure compliance with federal guidelines and other legal and regulatory requirements.

B. Post-issuance compliance responsibilities include:

(i) Tracking that proceeds of a debt issuance are spent on qualified tax-exempt debt purposes;

(ii) Maintaining detailed records of all expenditures and investments related to debt funds;

(iii) Ensuring that projects financed are used in a manner consistent with the legal requirements; and

(iv) Timely reporting of necessary disclosure information and other required filings.

(v) Monitoring compliance with applicable arbitrage rules and performing required rebate calculations in a timely manner.

C. The Director of Finance and Management Services may consult with bond counsel or other financial advisors or professionals they deem appropriate to meet the requirements of the Debt Policy.

Finance and Management Services Policies

6. Deposit and Investment Policy

6-1 Deposit and Investment Objectives

A. This Deposit and Investment Policy applies to the investment activities of Hanover County, except for investments of the Retiree Medical Benefits Trust.

B. All investable balances shall be invested with the same care, skill, prudence and diligence that a prudent and knowledgeable person would exercise when undertaking an enterprise of like character and aims under circumstances prevailing at that time.

C. Safety - the safeguarding of principle shall be the foremost objective of the investment program by mitigating credit risk and interest rate risk with all other objectives subordinated to the attainment of this objective.

D. Liquidity - the investment portfolio shall be managed at all times with sufficient liquidity to meet all daily and seasonal needs, as well as special projects and other operational requirements either known or which might be reasonably anticipated.

E. Yield - the investment portfolio shall be managed with the objective of obtaining no worse than a fair value rate of return over the course of budgetary and economic cycles, taking into account the above objectives and the cash flows of the County.

6-2 Allowable Investments

A. All investments shall be in compliance at all times with provisions of the Code of Virginia and the Treasurer's Detailed Deposit and Investment Policy.

6-3 Prohibited Securities

A. The following securities shall be expressly prohibited, unless specifically approved in writing by the Treasurer:

(i) Derivative products that include any of the following characteristics: high price volatility, illiquid markets, products that are not market tested, highly leveraged products, products requiring a high degree of sophistication to manage, and products that are difficult to value.

(ii) Reverse repurchase agreements (repos).

6-4 County and Treasurer Internal Controls

A. The County and Treasurer shall maintain a system of internal controls which shall be documented and reviewed with internal and independent auditors and meet the requirements of the Government Accounting Standards Board and other applicable regulators.

B. These controls shall be designed to provide reasonable assurance of loss prevention due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions.

C. There shall be a separation of transaction authority from accounting and record keeping with all transaction activity properly documented in the Treasurer's cash receipts system and bank reconciliations to the general ledger performed monthly.

D. Treasurer and County officials involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions.

E. The Treasurer shall annually update the Board of Supervisors and at least quarterly update County administration on securities held, maturities, investment returns, unrealized gains (loses), comparisons to established benchmarks, market conditions and prevailing investment philosophy.

F. Bank transfers.

(i) Dual authorizations representing the County and the Treasurer shall be in compliance with the Accounting Policy for all transfers that move County funds from a County account to a non-county account (e.g., debt service payments).

(ii) In addition, the Treasurer's Office will have dual processing procedures requiring two people to conduct transfers with County bank accounts.

(iii) All financial institutions used by the County will have written instructions regarding County authorizations for wire transfers, restrictions on accounts funds can be wired and other procedures that will mitigate unauthorized movement of funds (e.g., call-back to independent person, written confirmations, etc.).

Finance and Management Services Policies

7. Fund Balance and Net Position Policy

7-1 All Funds

A. Financial statement presentation of fund balances and net position shall comply with Governmental Accounting Standards Board (GASB) standards.

B. Fund balance will be displayed in the following GASB-defined classifications depicting the relative strength of the spending constraints placed on the purposes for which resources can be used:

(i) Nonspendable fund balance – amounts that are not in a spendable form, such as inventory, or are required to be maintained intact.

(ii) Restricted fund balance – amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

(iii) Committed fund balance – amounts constrained to specific purposes by the County Board of Supervisors (the Board) (its highest level of decision-making authority). To be reported as committed, amounts cannot be used for any other purpose unless the Board takes the same (highest-level) action to remove or change the constraint.

(iv) Assigned fund balance – amounts a government intends to use for a specific purpose, including budgeted use of prior year fund balance.

(v) Unassigned fund balance – amounts that are available for any purpose. These amounts are reported only in the General Fund, unless otherwise required by GASB standards.

7-2 Committed Fund Balances

A. In accordance with GASB criteria, unless otherwise established by Board policy, the Board shall pass a resolution to establish any desired committed fund balances for specific purposes. As required by GASB, such policy or resolution shall be established prior to the fiscal year-end, but the amount of such committed fund balances may be determined subsequent to the fiscal year end.

7-3 Assigned Fund Balances (permitted by GASB and applicable to all County Governmental Funds)

A. General Fund

(i) GASB standards define assigned fund balance as any amounts that are intended to be used for specific purposes that do not meet the criteria to be classified as restricted or committed.

B. Special Revenue Funds and Capital Projects Funds

(i) By reporting particular amounts that are not restricted or committed in a special revenue or capital projects fund, the County has assigned those amounts to the purposes of the respective funds.

C. All Governmental Funds

(i) The Board has determined that the establishment of assigned fund balances, including the intent, specific purpose, and amounts may be made by the County Administrator for all County governmental funds, although any expenditure of assigned fund balances is subject to prior legal appropriation by the Board.

(ii) The County Administrator shall provide a summary to the Finance Committee of the Board of any specific assigned fund balances, including their purposes and amounts, prior to their establishment. In accordance with GASB standards, any fiscal year-end assigned fund balances shall be established prior to issuance of the annual Comprehensive Annual Financial Report (CAFR).

7-4 Unassigned Fund Balance

A. General Fund

(i) The unassigned fund balance is the residual classification for the General Fund and represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes with the General Fund. The General Fund should be the only fund that reports a positive unassigned fund balance amount.

(ii) The unassigned fund balance is established to protect against unanticipated expenditures, to provide for cash flow reserves during the fiscal year due to the timing difference between the receipt of revenues and disbursement of expenditures, and to meet desired unassigned fund balance targets.

(iii) Unassigned fund balance shall be at least equal to 10% of the General Fund's total revenues as measured during the annual budget adoption process as total budgeted revenues, net of any budgeted uses of fund balance, and as measured at fiscal year-end as actual revenues recognized in accordance with generally accepted accounting principles over the preceding fiscal year. A target unassigned fund balance is determined by the requirements of the Fund Balance Regulations.

(iv) If there is a shortfall in the General Fund unassigned fund balance beneath the 10% minimum fund balance percent, the County Administrator shall approve a plan to achieve the minimum within three fiscal years.

(v) If there is a shortfall in the General Fund unassigned fund balance beneath the target established by the Fund Balance Regulations, the goal of the next Five-Year Financial Plan shall be to attain the target.

B. Special Revenue Funds and Capital Projects Funds

(i) For governmental funds such as Special Revenue and Capital Projects Funds, if expenditures incurred for specific purposes exceeded the amounts restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance.

(ii) It is the goal of the County that funds do not maintain a negative unassigned fund balance. The County Administrator shall approve a plan to eliminate any negative unassigned fund balance within three fiscal years.

7-5 Unrestricted Net Position

A. Unrestricted net position is reflected in entity-wide financial statements for governmental and business-type activities under the primary government and for the component units.

B. It is the County's goal to have positive unrestricted net position in its statement of net position, which reflects economic well-being.

Finance and Management Services Policies

C. Business-type Activities and Proprietary Funds

(i) Business-type activities and proprietary funds do not reflect fund balance accounting, but instead report net positions, in accordance with GASB standards.

(ii) Proprietary Funds

a) It is the County's goal that unrestricted net position shall be at least equal to 10% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements. In the event of a shortfall, the County Administrator shall approve a plan to achieve the minimum within three fiscal years.

Finance and Management Services Policies

8. Purchasing Policy

8-1 Administration of Procurement Functions

A. Purpose and Applicability: Rules governing contract awards shall be made clear in advance of the competition, specifications shall reflect the procurement needs of the County rather than being drawn to favor a particular vendor, and the County and the vendor shall freely exchange information concerning what is sought to be procured and what is offered. In addition, surplus property is to be disposed of on a competitive basis whenever practicable.

B. General Authority: The County reserves the right to accept, reject or cancel any or all solicitations or parts thereof, to waive informalities, and to reissue solicitations. The County also reserves the right to award the contract as it deems will best serve its interests. It further reserves the right to award the contract on a lump sum basis, individual item basis, or such combination as shall best serve the interests of the County. This may include multiple awards if provided for in the solicitation.

C. Specific Authority: Procurement authority for functions governed by the Virginia Public Procurement Act shall be delegated to the County Administrator pursuant to Code of Virginia, § 2.2-4302. The County Administrator may delegate authority for those functions to other officials or employees.

D. Award of Term Contracts: For purposes of this Policy, the authorization required for award of term contracts shall be determined by the estimated value of the initial term plus all available renewals.

E. Negotiation with Lowest Bidder in certain instances: Unless all bids are cancelled or rejected, the County reserves the right granted by Section 2.2-4318 of the Code of Virginia to negotiate with the lowest responsive, responsible Bidder to obtain a contract price within the funds available to the County whenever such low bid exceeds the County's available funds. For the purpose of determining when such negotiations may take place, the term "available funds" shall mean those funds which were budgeted by the County for this contract prior to the issuance of the written Invitation for Bids. Negotiations with the low Bidder may include both modifications of the bid price and the Scope of Work/Specifications to be performed. The County shall initiate such negotiations by written notice to the lowest responsive, responsible Bidder that its bid exceeds the available funds and that the County wishes to negotiate a lower contract price. The times, places, and manner of negotiating shall be agreed to by the County and the lowest responsive, responsible Bidder.

8-2 Nondiscrimination

A. The County does not discriminate in the solicitation or award of contracts because of race, religion, color, sex, national origin, age, disability, status as a service disabled veteran, or any other basis prohibited by state law relating to discrimination in employment (Code of Virginia, § 2.2-4310A). The County will prominently display a nondiscrimination statement in all invitations to bid, requests for proposals, contracts, and purchase orders indicating that the County does not discriminate against faith-based organizations (Code of Virginia, § 2.2-4343.1D).

B. Competitive solicitations, or notices of the issuance thereof, shall be sent to small businesses and businesses owned by women, minorities, and service disabled veterans (Code of Virginia, § 2.2-4310B).

Finance and Management Services Policies

9. Revenue Policy

9-1 Diversification of Revenues

A. Diversification of revenues is a primary goal of the County.

B. The County does not have a profit motive when setting tax and fee rates. Tax and fee rates are based on the County's cost of services.

9-2 Establishment and Modification of Fees

A. Fees will be calculated based on appropriate cost of service delivery.

B. Fees will be reviewed and updated based on criteria defined in the Revenue Regulations.

9-3 Accounts Receivable Collection

A. Bad Debt Expense

(i) The determination of the need for an allowance for doubtful accounts will be based upon accepted business practices and accounting standards.

(ii) Write-offs of uncollectable balances will be based on:

a) The type of balance (i.e. tax or non-tax balance);

b) The dollar amount outstanding;

c) The length of time delinquent; and

d) The status of standard collection efforts performed.

(iii) All write-offs require approval of the department head for non-tax balances or the Treasurer for general property tax balances.

9-4 Identity Theft Prevention Program

As required by the Federal Trade Commission's Red Flag Rules (Rules), the Board of Supervisors has adopted a written Identity Theft Prevention Program (ITPP) to detect, prevent and mitigate identity theft for customer accounts deemed "covered accounts" under the Rules and has authorized the County Administrator to implement the Program and to adopt and amend standard operating procedures appropriate to the size, complexity and nature of covered County operations. Oversight of the ITPP, including review of compliance reports and approval of amendments to the standard operating procedures, shall be the responsibility of the County Administrator.

9-5 Federal, State and Private Grants and Cooperative Agreements

A. This portion of the revenue policy prescribes procedures and requirements for the fiscal and program administration of all Federal, state and private grants and cooperative agreements.

B. The purpose of this policy is to:

(i) Ensure proper oversight of all funds appropriated to the County from federal, state and local governments, non-profit agencies, and private sources;

(ii) Minimize the County's risk of non-compliance with the requirements of grant awards, regulations and cooperative agreements;

(iii) Ensure proper fiscal administration, accounting, audit and reporting of all grants and cooperative agreements.

(iv) Ensure proper program management of all grants and cooperative agreements.

C. Applicability

(i) This policy and related Revenue Regulations apply to all grant and cooperative agreement applications prepared and/or submitted by County departments and Constitutional Officers to agencies outside the County government for funds, materials, or equipment to be received and/or administered by the County or by an agency for which the County acts as fiscal agent, including any grant or cooperative agreement funds or items passed through to a sub-recipient.

D. Centralized Responsibility

(i) The County Administrator shall establish underlying Revenue Regulations and procedures to help ensure that the purposes of this Policy regarding grants and cooperative agreements are met.

(ii) Responsibility for the overall fiscal management of all County grants and cooperative agreements shall reside in the Department of Finance and Management Services.

E. Decentralized Responsibility

(i) Responsibility for the overall program management of all County grants and cooperative agreements shall reside with the Director or Directors of the Department(s) having functional responsibility for the individual grants or cooperative agreements, or as otherwise delegated by the County Administrator (hereinafter referred to as Senior Program Managers).

(ii) It shall be the responsibility of the Senior Program Managers and their delegates having program management responsibility for a grant or cooperative agreement to cooperate with and perform all duties prescribed by the Department of Finance and Management Services necessary for the proper fiscal management of all grants and cooperative agreements, and to file all required reports with grantors/agencies on a timely basis.

Finance and Management Services Policies

10. Travel and Business Expense Policy

10-1 Allowable Expenses

A. Expenses incurred for County purposes for travel and business by employees, officials or volunteers may be paid or reimbursed in accordance with requirements established by the Internal Revenue Service for an accountable plan in which those amounts are not subject to income taxation, and in compliance with this Policy and related Regulations approved by the County Administrator.

B. With the exception of travel for the purpose of promoting County economic development, meals and incidental per diem expense for travel shall not exceed the federal per diem rate established for the destination locality by the Internal Revenue Service. Payment or reimbursement of expenses for travel for the purpose of promoting economic development shall be in the amount of actual documented reasonable costs. The mileage reimbursement rate shall equal that established by the Internal Revenue Service.

C. Allowable expenses for lodging, public transportation and business expenses shall be the actual costs provided they are reasonable.

D. This Policy shall be administered so as to provide for the most cost effective travel and business activity for the benefit of the County. Expenses may be paid or reimbursed only when they are reasonable and necessary for the conduct of County business, within amounts appropriated by the Board of Supervisors, properly documented and approved by the appropriate authority.

E. The County Administrator shall interpret and administer this Policy and shall prescribe Regulations implementing this Policy and describing additional detailed requirements.

10-2 County Procurement Cards and Other Methods of Payment

Expenses paid by use of County procurement cards and other methods shall be subject to the same limits and standards of documentation as reimbursed expenses.

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

Hanover County Board of Supervisors

Resolution - FY19 Budget Adoption

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the County of Hanover's FY19 Budget as presented by the County Administrator to the Board of Supervisors on February 14, 2018, with the amendments presented April 11, 2018, including the following funds and amounts, and the detail included in the FY19 Budget document filed with the Board papers:

General Fund	252,386,532
School Operating Fund	185,303,478
Food Services Fund	7,643,615
School Improvements Fund	10,000,000
County Improvements Fund	29,069,000
Debt Service Fund	20,097,966
Economic Development Authority	65,395
Public Utilities Fund	34,329,294
Public Utilities CIP Fund	12,651,026
Airport Fund	376,219
Airport CIP Fund	100,000
Self-Insurance Fund	41,249,425
Lewistown Commerce Center CDA Fund	1,649,900
Bell Creek CDA Fund	160,000

On motion of Mr. Peterson, seconded by Mrs. Kelly-Wiecek, the members of the Board of Supervisors voted to approve this Resolution as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

Hanover County Board of Supervisors

Resolution - FY19 Budget Appropriation

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby appropriate the funds detailed in the County of Hanover's adopted FY19 budget in the same funds and amounts included in the budget adoption resolution approved April 11, 2018. *(A complete copy of the FY19 Budget is filed with the Board's papers.)*

BE IT FURTHER RESOLVED that all encumbered funds outstanding on June 30, 2018, both operating and capital, and all funds designated for capital improvements, shall be reappropriated for the 2019 fiscal year, to the same department and account for which they were appropriated for fiscal year 2018. At the close of the fiscal year, all unencumbered appropriations lapse for budget items other than capital improvements. This reappropriation action applies to all appropriations for the Capital Improvements Program outstanding on June 30, 2018, and to all encumbered appropriations in the FY18 budget.

On motion of Mr. Peterson, seconded by Ms. Prichard, the members of the Board of Supervisors voted to approve this Resolution as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

Hanover County Board of Supervisors

Resolution - 2018 Tax Rates

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the following taxes for calendar year 2018:

Real Property Tax Rate	$0.81	per $100 of assessed valuation
Personal Property Tax Rate	$3.57	per $100 of assessed valuation
Qualifying Volunteer Fire and Rescue Vehicle Personal Property Tax Rate	$1.78	per $100 of assessed valuation
Qualifying Disabled Veterans Vehicle Personal Property Tax Rate	$1.78	per $100 of assessed valuation
Machinery and Tools Tax Rate	$3.57	per $100 of assessed valuation
Aircraft Personal Property Tax Rate	$0.50	per $100 of assessed valuation
Merchants' Capital Tax Rate	$1.90	per $100 of assessed valuation
Mobile Home Tax Rate	$0.81	per $100 of assessed valuation
Generating Equipment Tax Rate	$0.81	per $100 of assessed valuation
Hanover County Recycling Service District Tax Rate	$24.30	per residential lot in Service District
Atlee Manor Sewer Service District Tax Rate	$780.00	per residential lot in Service District

On motion of Mr. Peterson, seconded by Ms. Prichard, the members of the Board of Supervisors voted to approve this Resolution as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

Hanover County Board of Supervisors

Resolution – Five-Year Capital Improvements Program

WHEREAS, the County Administrator has prepared and recommended a Five-Year Capital Improvements Program to the Board of Supervisors and that Program is included in the Board papers; and

WHEREAS, the Five-Year Capital Improvements Program was reviewed by the Hanover County Planning Commission at a work session held on March 8, 2018, and the recommendations of the Commission have been transmitted to and considered by the Board of Supervisors;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the Five-Year Capital Improvements Program for FY19 – FY23 as presented by the County Administrator on February 14, 2018, with amendments presented on April 11, 2018, including the following categories and amounts:

Summary by Function	Total
Public Utilities	$ 85,264,356
Education	78,225,000
Public Works	66,619,195
Parks, Recreation & Cultural	27,128,000
Public Safety	16,404,000
General Government	9,525,000
Airport	6,949,120
Nondepartmental	1,000,000
Human Services	500,000
Judicial Administration	300,000
Total Five-Year CIP	**$ 291,914,671**

A complete copy of the adopted FY19 – FY23 Capital Improvements Program is in the Board papers.

On motion of Mr. Peterson, seconded by Mr. Hazzard, the members of the Board of Supervisors voted to approve this Resolution as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

VIRGINIA: At a Regular Meeting, of the Hanover County Planning Commission in the Board Auditorium of the Hanover County Government Building, Hanover County, Virginia, on Thursday, March 15, 2018 at 6:00 P.M.

PRESENT:
Mr. Jerry W. Bailey, Chairman
Mr. Steven F. Hadra, Vice-Chairman
Mr. Alan Abbott
Mrs. Edmonia P. Iverson
Mr. Larry A. Leadbetter
Mr. Fredric I. McGhee, Jr.
Mr. Randy A. Whittaker

STAFF PRESENT:
Mr. David P. Maloney
Mr. Lee W. Garman
Mrs. Mary Pennock
Mr. Dennis A. Walter
Ms. Nancy L. Batterson

WHEREAS, the Hanover County Planning Commission is charged by State Law and County Ordinance with responsibility for advising the Board of Supervisors on matters dealing with growth and development of the County; and

WHEREAS, the Board of Supervisors adopted a Comprehensive Plan Update on February 14, 2018, guiding the role of development in the County and the provision of public utilities; and

WHEREAS, on April 12, 2017, the Board of Supervisors adopted a Five Year Capital Improvements Program for FY 2018 through 2022, to provide a guide for implementing County development policies; and

WHEREAS, in accordance with State Law, a Capital Improvements Program document for FY 2019 through FY 2023, has been drafted by the County Administration and has been presented to the Planning Commission for its consideration and advice; and

WHEREAS, the Hanover County Planning Commission has considered the recommended Capital Improvements Program, for anticipated facilities associated with Public Works, Parks and Recreation, Libraries, and Public Utilities, as guided by the County's adopted Comprehensive Plan, at a public hearing held on March 15, 2018;

NOW, THEREFORE, BE IT RESOLVED by the Planning Commission of Hanover County that the FY 2019 through FY 2023, Capital Improvements Program, guided by the County's adopted Comprehensive Plan for anticipated facilities associated with Public Works, Parks and Recreation, Libraries, and Public Utilities, as proposed by the County Administrator, is recommended to the Hanover County Board of Supervisors.

A Copy
Teste:

Lee W. Garman, AICP, Secretary
Hanover County Planning Commission

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

Hanover County Board of Supervisors

Resolution – Five-Year General Fund Financial Plan

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the Five-Year General Fund Financial Plan for FY19 – FY23 as presented by the County Administrator on February 14, 2018, with amendments presented on April 11, 2018. *(A complete copy of the Five-Year General Fund Financial Plan is included in the Board papers).*

On motion of Mr. Peterson, seconded by Mr. Hazzard, the members of the Board of Supervisors voted to approve this Resolution as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

Resolution of the Board of Supervisors of The County of Hanover, Virginia Declaring its Intention to Reimburse the Cost of Certain Expenditures in the Maximum Principal Amount of $23,500,000

WHEREAS, the County of Hanover, Virginia (the "County") and the Hanover County School Board (the "School Board") have made or will make expenditures (the "Expenditures") in connection with capital projects for county and school purposes. The expenditures for the county improvements, including, without limitation, library and park development and county facility renovations (the "County Projects"), are being made from the County Improvements Fund. The expenditures for the school improvements including, without limitation, renovations, repairs and upgrades, (the "School Projects"), are being made from the School Improvements Fund; and

WHEREAS, the County may determine that the funds advanced and to be advanced to pay the Expenditures for the Projects will be reimbursed to the School Board or the County from the proceeds of tax-exempt obligations (the "Indebtedness") issued by or on behalf of the County; and

WHEREAS, as of the date hereof, there are no funds of the County or the School Board that are, or are reasonably expected to be, allocated on a long-term basis or reserved to finance that portion of the Projects that is to be financed with the Indebtedness;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF HANOVER, VIRGINIA (THE "BOARD"):

1. The Board hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the County intends to reimburse itself or the School Board, as appropriate, with the proceeds of Indebtedness for Expenditures made on, after or within sixty (60) days prior to the date hereof with respect to the Projects. Further, Expenditures made more than sixty (60) days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures

described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.

2. The maximum principal amount of Indebtedness expected to be issued by the County in Fiscal Year 2019 for the Projects is $23,500,000.

3. This Resolution shall take effect immediately upon its adoption.

On motion of Mr. Peterson, seconded by Mrs. Kelly-Wiecek, the members of the Board of Supervisors voted to approve this Resolution as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

VIRGINIA: At a regular meeting of the Board of Supervisors for Hanover County held in the Board Room of the Hanover County Administration Building on the 11th day of April, 2018, at 3:00 p.m.

Present: Sean M. Davis, Chairman
W. Canova Peterson, Vice Chairman
Wayne T. Hazzard
Angela C. Kelly-Wiecek
Faye O. Prichard
Aubrey M. Stanley
Scott A. Wyatt
Cecil R. Harris, Jr., County Administrator
Sterling E. Rives, III, County Attorney

ORDINANCE 18-06

An ordinance amending chapters 20 and 23 of the Hanover County Code to increase water and sewer user fees pursuant to Title 15.2, Chapter 21 of the Code of Virginia, and including specifically VA. Code §§ 15.2-2111, 15.2-2119 and 15.2-2122, proposed to be effective for the first full billing cycle of the fiscal year, and to make various other changes proposed to be effective July 1, 2018

WHEREAS the Director of the Department of Public Utilities has performed a yearly review of the cost of utility service and has recommended increases in the utility rates; and

WHEREAS the Director of the Department of Public Utilities has recommended other minor changes to correct and clarify the language in the Hanover County Water and Sewer Codes; and

WHEREAS the Board of Supervisors has decided to implement these recommendations;

NOW, THEREFORE, BE IT ORDAINED by the Board of Supervisors of Hanover County:

1. That the Hanover County Code, Chapter 20, Sewers and Sewage Disposal, Sections 20-22, 20-23, and 20-24 shall be amended to read in their entirety as follows:

Sec. 20-22. - Use of public sewers required; exceptions.

(a) The owner of all houses, buildings or properties used for human occupancy, employment, recreation or other purposes situated within the county and abutting on any street, alley, right-of-way, or easement in which there is located a public sanitary or combined sewer of the county, is hereby required at his expense to install suitable toilet facilities therein, and to connect such facilities directly with the proper public sewer in accordance with the provisions of this chapter. After the connection to the public sewer is made, an owner will be required to abandon all septic tanks, cesspools and similar private sewage disposal facilities. The abandoned private sewerage facilities may be required to be filled with suitable material only after it has been determined by the

appropriate local or state agency that a potential public health hazard exists or that the existence of the private sewerage system in an unfilled condition may cause an unsafe condition.

(b) Mandatory connection; exceptions. Unless otherwise required in the Hanover County Code, connection will not be required where:

(1) Public sewer is not within one hundred (100) feet of the property line;

(2) The house, buildings or properties used for human occupancy, employment, recreation or other purposes are located more than two hundred (200) feet from the property line nearest the public sewer;

(3) Such house, buildings or properties which at the time a public sewer is made available thereto are served by septic tank systems meeting county, state department of health and state water control board requirements; provided that, such septic tank systems are operated and maintained at all times in strict conformance with the requirements of said governmental agencies having jurisdiction over such systems and are not altered, enlarged or replaced without the appropriate approval(s) and permit(s) of such government agencies; or

(4) Such buildings are outside the suburban service area (the area where utility services are planned) as established by the county's comprehensive plan.

Sec. 20-23. - Service fees and capacity fees—Residential (including individually metered multi-family housing units).

(a) *Residential service charge.* For those customers connected to a county-owned sewerage system, the sewer rates consist of a base charge, plus a consumption charge under rate tiers based on usage as follows:

Bimonthly base charge $21.79

Consumption charge

0—4,000 gallons, per 1,000 gallons 5.84

Above 4,000, per 1,000 gallons 7.37

For residential customers, bimonthly sewer volume charges shall be based on the lesser of:

(1) Actual water usage, or

(2) One hundred twenty-five (125) percent of the average water usage determined during the customer's winter billing cycle.

For the purpose of this subsection, if the winter billing cycle reading is estimated or if the customer joins the system after the reading cycle, or an allowance is made for a leak during a winter billing cycle, billing shall not exceed charges for fifteen thousand (15,000) gallons.

For residential customers where sewer service is provided by the county and water service is provided by an individual well, one hundred one dollars and seventy-six cents ($101.76) per living unit every two (2) months will be charged.

The base charge for a residential customer served by a water meter larger than five-eighths (⅝) inch shall be the base charge as prescribed in section 20-24(a).

(b) *Capacity fees for all county-owned sewerage facilities.* For residential customers, six thousand one hundred forty-nine dollars ($6,149.00).

For a residential customer served by a water meter larger than five-eighths (⅝) inch, the capacity fee shall be as prescribed in section 20-24(c).

(c) *Connection agreement.* Upon approval by the department of public utilities of a connection agreement, the user shall pay the minimum bimonthly sewer rate for the applicable category above, if service has not been initiated by the user. Charges for portions of the billing period shall be prorated.

Sec. 20-24. - Same—Commercial I, commercial II.

(a) For Commercial I customers, including master-metered multi-family housing units (average usage of five million (5,000,000) gallons or less per month) connected to a county-owned sewerage system, the sewer rates consist of a base charge, plus a consumption charge under rate tiers based on usage as follows:

Bimonthly base charges

Meter size

1½" or less $21.79

Greater than 1½" 108.94

Volume charge

0—50,000 gallons, per 1,000 gallons 6.81

Above 50,000, per 1,000 gallons 5.46

(b) For commercial II customers (average monthly usage of greater than five million (5,000,000) gallons) connected to a county-owned sewerage system, the sewer rates consist of a base charge of one thousand three hundred sixty-one dollars and ninety cents ($1,361.90) per month, a consumption charge on all usage, and a peak use rate applied to all monthly consumption greater than one hundred fifty (150) percent of the previous fiscal year's historical twelve-month average usage as follows:

Consumption charge

All usage, per 1,000 gallons $4.49

Peak use fee, per 1,000 gallons 1.34

Sewer charges will be prorated for each one thousand (1,000) gallon increment or portion thereof.

Bimonthly sewer billings shall be based on either:

(1) One hundred (100) percent of the water consumption as determined by a county-owned water meter or privately owned water meter; or

(2) The wastewater flow allocable to the subject property as determined by a raw sewage flow recorder installed by the commercial, industrial, business or public user at his own expense.

Any raw sewage flow recorder installed pursuant to this section shall be subject to the approval of the director and shall be calibrated to accurately record the wastewater flows allocable to the subject property connection. The maintenance and ownership of such recorders will remain that of the property owner; provided, however, that the county shall at all times have access to said recorder and/or flow data for the county's use in billing.

If the county determines that an infiltration and inflow problem exists because of deficiencies located on private property or within the control of the user, the director shall notify the user of such infiltration and inflow problem by certified mail, return receipt requested, and within sixty (60) days of the date on the notice, the user shall eliminate such problem by replacing or repairing the fixtures, lines or facilities. The infiltration and inflow determination will be based on the observation of infiltration or inflow, the rate of flow of wastewater through a monitoring manhole, by the rate of flow recorded on a wastewater flow recorder, or by other monitoring means as deemed necessary by the director. If the county determines that such infiltration and inflow is continuing after the sixty (60) day period, the director shall require installation of a raw sewage recorder at the owner's expense and the user will be billed based upon readings of the raw sewage recorder.

For private wastewater collection systems, wastewater collection systems on private property or within the control of the user which have the potential to receive flow in excess of metered water consumption or those wastewater systems with private pumping facilities connected to the public wastewater system, the director may require installation of a raw sewage meter/recorder at the owner's expense and the user will be billed based upon readings of the raw sewage recorder. Any raw sewage meter/recorder installed pursuant to this section shall be subject to the approval of the director and shall be calibrated to accurately record the wastewater flows allocable to the subject property connection.

Commercial customers that obtain all or part of their water supply from approved private sources other than the water distribution system of the county shall provide a water meter for each private source in order to determine the quantities of wastewater from the total metered water consumption, both county and private supplies, or provide a raw sewage flow recorder as provided for herein. All meters on private water supplies shall be provided and maintained to produce an accurate record of actual quantities of water. All cost of meter installation, calibration and maintenance shall be borne by the user. The type of meters shall be acceptable to the director, and the meter shall be accessible at all times for inspection by the county.

(c) Capacity fees for commercial I and commercial II customers. Capacity fees for commercial customers requiring three-inch and smaller meters shall be based upon the meter size according to the following schedule:

Meter Size	Fee
⅝″	$ 6,149.00
1″	15,371.00
1½″	30,744.00
2″	49,189.00
3″	98,380.00

Capacity fees for commercial customers requiring larger than three-inch meters shall be determined on a case by case basis and established by contract, but in no case shall be less than the capacity fee for a three-inch meter.

For meter sizes three-inch and smaller, if an existing commercial customer desires to redevelop and replace an existing sewer connection with a single or multiple sewer connections, the value of the capacity fee associated with the existing sewer connection shall be determined based on the fee schedule above and credited for use on the property. For commercial customers with connections associated with meters larger than three-inch, the property will be credited the value of a three-inch meter capacity fee unless documentation of payment of a greater capacity fee is provided, in which case the capacity fee credited shall be the actual amount paid. Once a capacity fee has been credited to a property, the amount of the credit is fixed and available for use on the property. Refunds shall not be made for any unutilized amount.

(d) Connection agreement. Upon approval by the department of public utilities of a connection agreement, the user shall pay the minimum bimonthly sewer rate for the applicable category above, if service has not been initiated by the user. Charges for portions of the billing period shall be prorated.

Once service has been initiated, use of the property established, and the property used normally for a period of time, the director may waive the minimum bimonthly sewer charge during the time sewer service to the property is temporarily discontinued.

(e) Disposal of sludge and septic tank waste service charge. The fee for sludge, septage or other material disposal provided for in section 20-16 shall be:

(1) Twenty-five dollars ($25.00) per five hundred (500) gallons, or fraction thereof;

(2) Fifty dollars ($50.00) per five hundred (500) gallons, or fraction thereof, for oil and grease laden discharge;

(3) Two (2) times that of the regular disposal charge for emergency after hours disposal, when such service can be provided by the county.

(f) Industrial waste discharge, pretreatment permit fees. Permits provided for in section 20-42 shall be issued for one (1), two (2) or three (3) years as appropriate in the opinion of the director and are nontransferable. The fee for such permits shall be:

(1) One (1) year $25.00

(2) Two (2) years 50.00

(3) Three (3) years 75.00

(g) Grease interceptor re-inspection fees. The fee for re-inspections as provided for in section 20-46.1 shall be:

(1) Up to two (2) grease interceptors per site $85.00

(2) Additional grease interceptors per site 42.50

(h) Strong waste surcharge. A surcharge for strong waste as provided for in section 20-47 shall be applied as follows:

(1) Twenty-five dollars and seventy cents ($25.70) per hundred (100) weight for BOD in excess of two hundred fifty (250) milligrams per liter; and

(2) Sixteen dollars and seventy-five cents ($16.75) per hundred (100) weight for suspended solids in excess of two hundred fifty (250) milligrams per liter.

(3) If no access point is available for sampling, pursuant to section 20-46(c), the surcharge shall be as stated in subsections (1) and (2) above based upon the seventy-fifth percentile of BOD and

suspended solids for the same or similar types of commercial/industrial businesses as determined by the director.

2. That the Hanover County Code, Chapter 23, Water Code, Sections 23-5, 23-11, and 23-62 shall be amended to read in their entirety as follows:

Sec. 23-5. - Mandatory water connections; exclusive use of public water.

(a) *Connection required.* Every occupied building located on property within the county where the public water system is at the property line, or within a street, alley, right-of-way or easement abutting such property, shall be connected with such system.

(b) *Mandatory connection; exceptions.* Unless otherwise required in the Hanover County Code, connection will not be required where:

(1) Public water is not within one hundred (100) feet of the property line; or

(2) The occupied house, buildings or properties are located more than two hundred (200) feet from the property line nearest the public water; or

(3) Any occupied buildings are utilizing private water systems at the time public water service is made available to the property, provided such water systems are operated and maintained in strict conformance with the requirements of all governmental agencies having jurisdiction over such systems and are not altered, enlarged or replaced without the appropriate approval(s) and permit(s) of such governmental agencies; or

(4) Such buildings are outside the suburban service area (the area where utility services are planned) as established by the county's comprehensive plan.

(c) *Exclusive use of public water; exceptions.* Once a building or other facility is connected to the public water system, the water from the public system shall be consumed or used in and about the premises on which such building or facility is located to the exclusion of all other sources; provided, however, that a development or facility may use an alternative water source solely for nonpotable water purposes.

The alternative water source used solely for nonpotable water purposes shall not be interconnected to the public water source and shall meet all other applicable county, state and federal laws and regulations.

(d) *Separate central private fire system permitted.* Notwithstanding the foregoing, a commercial or industrial development, building or other facility may use a separate central private fire system for fire protection only, provided:

(1) The source of the water is from the public water system;

(2) The separate central private fire system is not interconnected with such development, building or other facility's potable water system; and

(3) A property owners' association is created by written agreement acceptable to the county to provide for the use, maintenance, operation and replacement of such separate central private fire system.

(e) *Violation.* A violation of this section shall constitute a class 1 misdemeanor.

Sec. 23-11. - Nonpotable water uses.

Water not meeting the applicable mandatory standards for drinking water as set the by the U.S. Environmental Protection Agency, the U.S. Public Health Service, the state health department and such other state or federal agencies as shall have jurisdiction from time to time to enact or promulgate such standards (nonpotable water), may be provided by the county for certain commercial and industrial uses. Such uses and the terms and conditions of the use shall be determined by contract between the applicant and the county. Prior to contract execution, the applicant must satisfy the county with documentary evidence including favorable review by the state water control board that no threat to the public health or safety will result from the intended use. Unless specifically altered by contract, all provisions of this chapter governing the provision of potable water shall be applicable to the provision of nonpotable water.

Sec. 23-62. - Service fees.

(a) For residential customers connected to county-owned water systems, the bimonthly water rate consists of a base charge of ten dollars and thirty-six cents ($10.36), plus a consumption charge under rate tiers based on usage as follows:

Consumption charge:

0 to 4,000 gallons, per 1,000 gallons $1.65

4,001 to 15,000 gallons, per 1,000 gallons 5.01

Over 15,000 gallons, per 1,000 gallons 6.52

The base charge for a residential customer served by a meter larger than five-eighths (⅝) inch shall be the base charge in subsection 23-62(b).

(b) For commercial I customers connected to county-owned water systems the water rate consists of a base charge, plus a consumption charge under rate tiers based on usage as follows:

Bimonthly base charges

Meter Size	Fee
⅝″	$ 10.36
¾″	10.36
1″	25.93
1½″	51.71
2″	82.71
3″	165.44
4″	258.48
6″	516.96

Consumption charge

0 to 15,000 gallons, per 1,000 gallons $4.45

15,001 to 1,000,000 gallons, per 1,000 gallons 5.01

Over 1,000,000 gallons, per 1,000 gallons 2.79

(c) For commercial II customers connected to county-owned water systems the water rate consists of:

(1) A base charge of one hundred fifty-nine dollars and eight cents ($159.08) per month;

(2) A consumption charge of two dollars and fifty-eight cents ($2.58) per one thousand (1,000) gallons; and

(3) A peak use fee of one dollar and sixty cents ($1.60) per one thousand (1,000) gallons on all consumption greater than one hundred fifty (150) percent of the previous fiscal year's twelve-month average.

(d) For commercial III customers connected to county-owned water systems the water rate consists of:

(1) A base charge of fifteen thousand nine hundred six dollars and seventy-two cents ($15,906.72) per month;

(2) A consumption charge of two dollars and eleven cents ($2.11) per one thousand (1,000) gallons; and

(3) A peak use fee of one dollar and sixty cents ($1.60) per one thousand (1,000) gallons on all consumption greater than one hundred fifty (150) percent of the previous fiscal year's twelve-month average.

(e) For customers with water meters used for irrigation purposes only, the water rate consists of:

(1) A base charge in accordance with section 23-62(b), (c), or (d); and

(2) A consumption charge of six dollars and seventeen cents ($6.17) per one thousand (1,000) gallons.

(f) Upon approval by the department of public utilities of a connection agreement, the customer shall pay the water rate for the applicable category above, or the minimum rate stated above, if the customer has not initiated service. Charges for portions of the billing period shall be prorated.

(g) Separate central private fire systems. The minimum bimonthly base charge will be equivalent to that charge in section 23-62(b) for a meter 2" in size. The consumption charge for separate central private fire systems will be in accordance with section 23-62(b) and will be applied to any water not used to extinguish a fire.

(h) Private fire protection systems. No person shall use water from a private fire protection system, other than for extinguishing a fire, without the written consent of the director of public utilities. If water from a private fire protection system is used in a manner not authorized herein, all water service may be cut off unless such unauthorized use is terminated immediately upon notice from the department of public utilities and payment is made for all water consumed in accordance with section 23-62.

3. That the Hanover County Code, Chapter 23, Water Code, Section 23-62.3 shall be deleted and reserved for future use.

Sec. 23-62.3. - Reserved.

4. That this Ordinance shall be effective on July 1, 2018, except that changes in rates shall be effective for each full billing cycle beginning after July 1, 2018.

On motion of Mr. Peterson, seconded by Ms. Prichard, the members of the Board of Supervisors voted to adopt Ordinance No. 18-06, as follows:

	Vote:
Sean M. Davis	Aye
W. Canova Peterson	Aye
Wayne T. Hazzard	Aye
Angela Kelly-Wiecek	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye
Scott A. Wyatt	Aye

The undersigned certifies that this is a correct copy of the Resolution of the Board of Supervisors.

Dated: April 12, 2018

Cecil R. Harris, Jr., County Administrator
Clerk, Hanover County Board of Supervisors

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Supplemental Statistics

Property Tax Rates[1]
Last Ten Calendar Years

								Town of Ashland (Overlapping)[2]		
Calendar Year	Real Property	Power Generating Equip	Personal Property	Fire & Rescue Volunteers[3]	Aircraft[4]	Machinery & Tools	Merchants' Capital	Real Property	Personal Property	Machinery & Tools
2008	0.81	0.55	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2009	0.81	0.55	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2010	0.81	0.55	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2011	0.81	0.55	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2012	0.81	0.55	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2013	0.81	0.55	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2014	0.81	0.81	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2015	0.81	0.81	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2016	0.81	0.81	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77
2017	0.81	0.81	3.57	1.78	0.50	3.57	1.90	0.09	0.77	0.77

Source: Hanover County Commissioner of the Revenue's Office and Treasurer's Office and Town of Ashland.

[1] Per $100 of assessed value.

[2] The Town of Ashland rates are in addition to the County rates charged to the taxpayers within the Town's borders.

[3] Fire & rescue volunteers who satisfy eligibility criteria have a separate personal property tax rate for their vehicle use in volunteer fire and rescue activities. Levies and assessments are classified under personal property for disclosure purposes.

[4] Levies and assessments are classified under personal property for disclosure purposes.

Principal Taxpayers

Taxpayer	Type of Business	2017 General Property Taxable Assessed Value	Percentage of Total Taxable Assessed Value
Virginia Electric & Power Company	Electric company	$ 230,560,112	1.3%
Doswell Limited Partnership	Power generation facility	176,239,398	1.0%
Memorial Regional Medical Center	Hospital/medical center	118,495,700	0.7%
Cedar Fair Southwest	Entertainment	89,974,560	0.5%
Covenant Woods	Nursing home	88,267,790	0.5%
Virginia Natural Gas	Natural gas distributor	56,833,441	0.3%
Bear Island Paper Company	Paper mill	50,946,435	0.3%
Richfood, Inc.	Grocery wholesale	44,390,830	0.3%
Verizon Virginia	Telecommunications	39,632,431	0.2%
Rappahannock Electric Coop	Electric company	38,001,922	0.2%
Total		**$ 933,342,619**	**5.4%**

Source: Hanover County Commissioner of the Revenue's Office

Supplemental Statistics

Demographic Statistics
Last Ten Fiscal Years

Fiscal Year	Population[1]	Per Capita Personal Income[2]	Median Age[3]	Unemployment Rate[4]	School Enrollment[5]	School Instructional Positions[6]	School Enrollment to Instructional Positions Ratio
2008	99,713	45,283	39.5	3.4%	18,686	1,577	11.8
2009	100,051	43,634	39.8	6.5%	18,566	1,614	11.5
2010	100,408	44,402	40.4	6.6%	18,420	1,569	11.7
2011	100,822	46,801	40.8	6.0%	18,191	1,489	12.2
2012	101,586	48,308	41.2	5.5%	18,125	1,487	12.2
2013	102,623	48,476	41.5	5.1%	17,942	1,426	12.6
2014	104,124	50,371	41.8	4.6%	17,952	1,410	12.7
2015	105,456	52,830	41.9	3.9%	17,734	1,445	12.3
2016	107,152	52,830	41.9	3.5%	17,776	1,442	12.3
2017	108,706	52,830	41.9	3.5%	17,751	1,463	12.1

[1] Population estimates at June 30th for each year from Hanover County Planning Department.

[2] Per Capita Personal Income is calculated by dividing Personal Income by the population estimate for each fiscal year. Personal Income data for 2008 through 2015 (the last year available) is obtained from the U.S. Department of Commerce, Bureau of Economic Analysis. Per Capita Personal Income for 2016 and 2017 is assumed to be equal to 2015, the last year for which Personal Income data is available from the U.S. Department of Commerce.

[3] Source: U.S. Department of Commerce, Census Bureau

[4] Source: Virginia Employment Commission

[5] Source: Hanover County School Board (30th day enrollment for school fiscal year)

[6] Source: Hanover County School Board (instructional positions include teachers, guidance counselors, librarians and other instructional-related positions)

Age Distribution

	Calendar Year 2000		Calendar Year 2010	
Age	**Population**	**Percent of Total**	**Population**	**Percent of Total**
Less than 5	5,611	6.5%	5,473	5.5%
5-19	19,909	23.1%	22,274	22.3%
20-24	3,764	4.4%	5,086	5.1%
25-44	26,486	30.7%	23,208	23.2%
45-64	21,391	24.8%	30,718	30.8%
65 & older	9,159	10.6%	13,104	13.1%

Source: U.S. Department of Commerce, Census Bureau

Additional References

In addition to the budget document, the County prepares several other documents which relate to County operations and finances which include, but are not limited to, the following reports:

Comprehensive Annual Financial Report (CAFR)

This document is the examination of the County's financial statements as of June 30 of each fiscal year. This report is prepared by the Finance & Management Services Department and audited by the County's independent auditors in accordance with generally accepted auditing standards and as required under State law. The report is available to the public in November of each fiscal year.
https://www.hanovercounty.gov/283/Comprehensive-Annual-Financial-Report

Hanover County Schools Annual Financial Plan

This is the Superintendent of Schools' recommended budget to the School Board. Included in this report are the following items: the Superintendent's message, missions and goals, proposed budget, budget summary, detailed budget, summary of positions by job title, enrollment history and forecast, all fees for services and appendices. This report is available to the public in January of each fiscal year.
http://www.hcps.us/finance/Financial_Operations.htm

Financial Statements

The Finance & Management Services Department prepares interim and year-end financial statements, which are generally available to the public in February for the six months ended December 31; May for the nine months ended March 31; August for the preliminary year-end report and November for the audited financial statements.

Comparative Report of Local Government

This document is prepared by the Finance & Management Services Department and reviewed by the County's independent auditors. The County's report enables the State to prepare an overall report which compares each locality's revenues and expenditures by department and category. The County's report is made available to the public in December and the State's report is usually available in March for the prior fiscal year.

Official Statements

These documents are issued in conjunction with the issuance of lease revenue or general obligation bonds and give a detailed description of the bonds as well as economic and financial information of the County. These documents are prepared by the Finance & Management Services Department and the County Attorney's Office with assistance from bond counsel, financial advisors and underwriters. These statements are available to the public at the time of each bond sale.

Auditor of Public Accounts (APA) Reports

These are reports prepared by the State's APA and are reviews of various State-related agencies (Clerk of the Circuit Court, Treasurer, etc.). These reports are made available to the public when published by the APA.

Additional References

Comprehensive Plan

This document is prepared by the Planning Department and is Hanover's statement of goals, objectives and plans for the future. The plan consists of an inventory and analysis of past trends and development, as well as an analysis of existing conditions and a statement of goals and objectives for the future. This plan was adopted in 1972 and has been updated at least every five years since 1982.
https://www.hanovercounty.gov/199/Comprehensive-Plan

Vendor Payments Report

The information included in the Vendor Payment Report is extracted from the County's financial system and only includes Hanover County government payments. All vendor payments are included with the exception of confidential, private or protected information. The Vendor Payment Report is unaudited and for informational purposes only.
https://www.hanovercounty.gov/891/Vendor-Payment-Reports

Resumes of Certain County Officials

Cecil R. Harris, Jr. was appointed **County Administrator** in November 2004. Prior to that appointment, he had served as Deputy County Administrator since July 1998 and as Assistant County Administrator for Finance and Administration since July 1994. Mr. Harris was also the Director of Finance and Administration from 1991 to 1994, Acting Assistant County Administrator from 1990 to 1991, Director of Finance from 1987 to 1990 and Assistant Director of Finance from 1984 to 1987. Prior to his employment with the County, Mr. Harris was employed in industry from 1983 to 1984 and as a staff accountant with KPMG Peat Marwick from 1982 to 1983. Mr. Harris received his Bachelor of Science in Accounting from the University of Richmond in 1980 and became a Certified Public Accountant (CPA) in 1982. Mr. Harris is a member of the American Institute of Certified Public Accountants (AICPA) and serves on the Greater Richmond Convention Center Authority (GRCCA) and the Greater Richmond Partnership (GRP) and is on the Board of Directors of the VML Insurance Program and the Virginia Resources Authority (VRA).

Frank W. Harksen, Jr. was appointed **Deputy County Administrator** in March 2011. Mr. Harksen was hired by the County in 1999 as the Public Utilities Director and remained in that position until his appointment as Deputy County Administrator. Prior to his employment with the County, Mr. Harksen was Acting Director of the City of Richmond's Department of Public Utilities. He is a Past President of the Virginia Association of Municipal Wastewater Agencies and a member of that organization's Board of Directors. He serves on the Water Utility Committee for the Virginia section of the American Water Works Association and is President of the Virginia Nutrient Credit Exchange Association, an organization that helps wastewater treatment plant owners comply with regulations designed to protect the Chesapeake Bay. Mr. Harksen graduated from Virginia Tech with a B.S. degree in Engineering, Electrical Technology.

Kathleen T. Seay was appointed **Deputy County Administrator** effective October 2016. Prior to this appointment, Mrs. Seay served as Director of Finance and Management Services since 2010, supervising 21 employees and being responsible for the department's Budget, Accounting and Purchasing Divisions. She served as Hanover County's first Director of Internal Audit from 2001-2010. Prior to being hired by Hanover County, she had been a Vice President and Nationwide Audit Manager at Bank of America. Mrs. Seay is a Past President of the Virginia Government Finance Officers Association (VGFOA) and has also served as a member of the Committee on Economic Development and Capital Planning for the national GFOA. She serves on the State Wireless E-911 Services Board and is a member of the 2018 class of Leadership Metro Richmond. Mrs. Seay is a graduate of the University of Richmond, where she received a B.S. in Finance with a minor in Economics. She is a Certified Public Accountant (CPA) and a Certified Information Systems Auditor (CISA).

James P. Taylor was appointed **Deputy County Administrator** in February 2013. Prior to this appointment, Mr. Taylor served in a similar role as Assistant County Administrator since 2008 and previously served as Director of Human Resources from 2000 to 2008. Mr. Taylor had previously been employed by St. Joseph's Villa, Central Fidelity Bank, Capital One and Retreat Hospital. He received a Bachelor of Arts degree in Government from the College of William and Mary and received his Master of Public Administration degree from Virginia Commonwealth University in 1996. He has completed the Senior Executive Institute and Leadership Metro Richmond. He is a member of the Virginia Local Government Manager's Association, International City/County Management Association (ICMA), Virginia Association of Local Human Services Officials and the International Public Management Association for Human Resources.

Resumes of Certain County Officials

Sterling E. Rives, III was appointed in September 1987 to serve as the **County Attorney**. Prior to his appointment, Mr. Rives served from 1983 to 1987 as an associate attorney with private law firms providing legal services to the City of Fairfax and other governmental entities. Mr. Rives received his Bachelor of Arts from the University of Richmond in 1973, a Master of Arts from Duke University Graduate School in 1975 and his law degree from the T. C. Williams School of Law of the University of Richmond in 1983. Mr. Rives is a past president of the Local Government Attorneys of Virginia. Mr. Rives was admitted to the Virginia State Bar in 1983 and is admitted to practice in the Supreme Court of Virginia, the Federal District Court for the Eastern District of Virginia, the Fourth Circuit Court of Appeals and the United States Supreme Court.

Glossary

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Appropriation: A legal authorization of the Board of Supervisors to incur obligations and to make expenditures for specific purposes.

Assessed Valuation: The valuation set upon real estate and certain personal property as a basis for levying property taxes.

Assessment Ratio: The ratio at which the tax rate is applied to the tax base.

Asset: Resources owned or held by a government that have monetary value.

Assigned Fund Balance: Amounts a government intends to use for a specific purpose, including budgeted use of prior year fund balance.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date.

Balanced Budget: The County Administrator annually proposes, and the Board of Supervisors adopts, a budget and five-year financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also appropriates and executes the annual budget each year so that expenditures will not exceed revenues.

Basis of Budgeting: Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, modified accrual or cash.

Bond: A long-term promise to pay. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond – General Obligation (GO): This type of bond is backed by the full faith, credit and taxing power of the government.

Bond – Revenue: This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Bond Rating: An evaluation performed by an independent rating service of the credit quality of bonds issued. Ratings are intended to measure the probability of timely repayment of principal and interest on municipal securities.

Bond Refinancing: The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.

Budget: A plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

Budget Amendment: An adjustment to the original budget. Examples include transferring funding from one department to another or from an existing capital project to a new capital project; decreasing funding of a fund or department; providing supplemental funding to a fund or department or for the establishment of a new capital project. Amendments that increase the total appropriated budget require approval of the Board of Supervisors.

Budget Calendar: The schedule of key dates that a government follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets: Fixed assets that have a value of $5,000 or more and a useful economic life of more than one year; or, assets of any value if the nature of the item is such that it must be controlled as a fixed asset for custody purposes.

Capital Improvements: Major construction, acquisition or renovation activities that add value to a government's physical assets or significantly increase their useful life. Assets greater than $50,000 that have a useful life of several years.

Capital Improvements Program (CIP): A plan for capital investments to be incurred each year over a five-year period in order to meet capital needs arising from the government's long-term needs.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Glossary

Constitutional Officers: Refers to the officers or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer).

Contingency: An appropriated budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Services rendered to a government by private firms, individuals, or other governmental agencies.

Debt Service: The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit: The excess of liabilities over assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department: The basic organizational unit of government that is functionally unique in its delivery of service.

Depreciation: The decrease in the value of a capital asset over the service life of the capital asset attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Disbursement: The expenditure of monies from an account.

Distinguished Budget Award: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budgets.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund: A type of fund to account for operations that are financed and operated similarly to a private business; where the cost of providing a good or service is recovered primarily through user charges. Examples include the Public Utilities Fund and Airport Fund.

Expenditure: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expenditure Object: An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies and furniture.

Expense: Charges incurred (whether paid immediately or unpaid) on operations, maintenance, interest or other charges.

Fiscal Year: A twelve-month financial operating period designated by an organization for accounting and budgeting purposes. The County's fiscal year begins July 1 and ends June 30.

Fringe Benefits: Contributions made for the government's share of costs for Social Security and the various pension, health and life insurance plans.

FTE (Full-time Equivalent): Staff, including full-time and part-time benefited employees. For Hanover County, benefits begin at a full-time equivalent status of 0.5.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. Examples include community development, public safety and human services.

Fund: A fiscal entity with revenues and expenditures that are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance: The excess of the assets of a fund over its liabilities, reserves and carryover.

GAAP (Generally Accepted Accounting Principles): Uniform minimum standards for financial accounting and recording.

GASB (Governmental Accounting Standards Board): The ultimate authoritative accounting and financial reporting standards setting body for state and local governments.

General Fund: The chief operating fund of the County. This fund accounts for most traditional local government programs such as general government administration, public safety and public works.

GFOA (Government Finance Officers Association of the United States and Canada): The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

Glossary

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

Infrastructure: The physical assets of a government such as roads, sewers and parks.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue: Funds received from Federal, State or other local governments in the form of grants, shared revenues or payments in lieu of taxes.

Internal Service: A fund used to account for the costs of operations for services provided to other County departments on a cost-reimbursement basis.

Levy: To impose taxes for the support of government activities.

Line-item Budget: A budget that specifies the types of expenditures planned for the fiscal year at the detailed operational level.

Modified Accrual Basis: A basis of accounting in which revenues are recognized when measurable and available and expenditures generally are recorded when a liability is incurred.

Net Budget: The legally adopted budget less all interfund transfers and interdepartmental charges.

Objective: Something to be accomplished in specific, well-defined and measurable terms and that is achievable within a specific time frame.

Obligation: An amount that a government may be legally required to meet out of its resources, including liabilities and encumbrances not yet paid.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

Performance Indicators: Specific quantitative and qualitative measures of work performance, used to compare performance in terms of progress toward meeting their objectives.

Performance Measures: Data collected to determine how effective or efficient a program is in achieving its objectives.

Personal Property: A category of property, other than real estate, identified for purposes of taxation. It includes resident owned items, corporate property and business equipment. Examples of personal property include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment.

Proffers: Cash or property offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.

Program: A group of related activities performed by one or more organizational unit for the purpose of accomplishing a function for which the government is responsible.

Property Tax Rate: The dollar amount applied to the assessed value of various categories of property used to calculate the amount of taxes to be collected. The tax rate is usually expressed as an amount per $100 of assessed valuation.

Real Property: Real estate, including land and improvements (buildings, fencing and paving), classified for purposes of tax assessment.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year, or to earmark revenues for a specific future purpose.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources: The total amount available for appropriation including estimated revenues, fund transfers and beginning balances.

Revenue: Sources of income financing the operations of government. Budgeted revenue is categorized by its source, such as taxes, fees, federal and state grants or other financing sources.

Salaries and Fringe Benefits: Expenditures for salaries, wages and fringe benefits such as the costs of Social Security and various pension, health and life insurance plans.

Glossary

Service Level: Services or products that comprise actual or expected output of a given program. The focus of service levels is on results, not measures of workload.

Special Revenue Fund: A type of fund to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Target Budget: Desirable expenditure levels provided to departments for purposes of developing the coming year's recommended budget. The amount is based on the prior year's adopted budget with adjustments made for excluding one-time expenditures, projected revenues and reserve requirements.

Tax Levy: Charges imposed by a locality to support government activities.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all people.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unassigned Fund Balance: This refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

User Charges: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Vision, Mission and Values Statements: The purpose and direction of the organization, created in order to remain focused on those activities appropriate and critical for local government.

VPSA (Virginia Public School Authority): Created by the General Assembly in 1962 for the purpose of supplementing the existing method of capital programs for public schools.

VRS (Virginia Retirement System): The retirement program that the County is statutorily required to participate in, which is overseen by the General Assembly who has the authority to set the rates.

Abbreviations

AWWTP: Ashland Wastewater Treatment Plant

BOS: Board of Supervisors

BWWPS: Beaverdam Wastewater Pump Station

CAFR: Comprehensive Annual Financial Report

CDA: Community Development Authority

CH: Courthouse

CHSTP: Courthouse Sewage Treatment Plant

CIP: Capital Improvements Program

CSA: Children's Services Act

CSB: Community Services Board

DRIC: Dominion Resources Innovation Center

DWTP: Doswell Water Treatment Plant

DWWTP: Doswell Wastewater Treatment Plant

EDA: Economic Development Authority

EMS: Emergency Medical Services

EOL: End of Life

FAA: Federal Aviation Administration

FBA: Fund Balance Assignment

FMP: Facilities Master Plan

FT: Full-time

FTE: Full-time Equivalent

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GF: General Fund

GFOA: Government Finance Officers Association of the United States and Canada

MCWWPS: Mechumps Creek Wastewater Pump Station

MG: Million gallon

MGD: Million gallons per day

PRJA: Pamunkey Regional Jail Authority

PS: Pump Station

PT: Part-time

PYB: Prior Year's Balance

RFP: Request for Proposal

SCADA: Supervisory Control and Data Acquisition

SG: Switch Gear

SLP: Service Level Plan

STP: Sewage Treatment Plant

TWWTP: Totopotomoy Wastewater Treatment Plant

U/G: Underground

VPSA: Virginia Public School Authority

VRS: Virginia Retirement System

W/L: Waterline

WST: Water Storage Tank

WTP: Water Treatment Plant

WWPS: Wastewater Pump Station

WWTP: Wastewater Treatment Plant